

# **The Impact of Leadership on Organizational Commitment**

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## **Declaration**

I hereby declare that this thesis was composed by myself and that the work is my own.

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**Iyad Alamir**

## **Acknowledgments**

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## ABSTRACT

This study examines the impact of transactional and transformational leadership on organizational commitment as well as the mediating role of organizational justice. In today's workplace, increasing the perception of fairness amongst employees has numerous organizational benefits. What constitutes effective leadership has been widely debated. Contemporary research on employee perceptions of leadership style has revealed that these perceptions have a large impact on organizational outcomes. Leaders can positively influence such perceptions within organizations and thereby benefit organizational performance.

For instance, greater organizational commitment, higher job satisfaction can result from application of appropriate leadership behaviours. To refine the scope of this study, transactional and transformational leadership are examined in relationship to perceptions of organizational justice. This study focuses especially on aspects of transformational leadership and its impact on organizational culture and behaviour within organizations in Syria. Few such studies have been undertaken so far in the Middle East and much can be learnt from extending organizational studies to non-western societies.

Information was collected from 502 employees who worked in six organizations in Syria. Transactional and transformational leadership were singled out for analysis in order to assess their impact on organizational outcomes in relation to their subordinates. Two measures of organizational outcomes were selected for this study, namely job satisfaction and organizational commitment.

One of the main goals of this research is developing testable hypotheses around research questions, and developing an empirically testable model linking transactional and transformational leadership through the possible mediating influences of organizational justice to individual attitudes and behaviours, specifically job satisfaction and organizational commitment.

In the course of the research, four models were tested to indicate the best model that would most accurately reflect the relationship between leadership and organizational outcomes to be found in the Syrian context.



Results, based on the analysis indicate that in the most validated model for the relationship between leadership and organizational commitment in the Syrian context. Transformational leadership has both direct and indirect effects on organizational commitment through interactional justice. Transformational leadership has an impact on job satisfaction through procedural and interactional justice as intermediate variable, while transactional leadership has an impact on job satisfaction through distributive justice as intermediate variable. The three types of organizational justice have an impact on organizational commitment through job satisfaction as an intermediate variable.

This research tested fourteen hypotheses in order to answer the research questions. The primary research question for this study is the impact of leadership style, whether transformational or transactional, on organizational outcomes such as job satisfaction and organizational commitment within the Syrian context.

A subsidiary research question concerns the role of organizational justice as an intermediate variable between leadership style and organizational outcomes.

In addition, eighteen interviews were conducted to add weight to the findings from the survey results. Hence, the methodology used in the research combined both quantitative and qualitative approaches.

Further research would be required to show how widely such findings on leadership are applicable, both in the Syrian context and elsewhere, but the effects of transactional and transformational leadership style on fairness perceptions in organizations deserve consideration. Another point of interest and further investigation is to assess the role of organizational justice in mediating the impact of transactional and transformational leadership on organizational outcomes.

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# **CHAPTER ONE: Introduction, Aims and Research Questions**

## **1.1. Introduction**

Syrian organizations are in a period of rapid change. The exposure of Syrian private business organizations to the global market has focused attention on the role and importance of their leaders and their approach to leading their businesses. As competition from both inside and outside Syria increases at a steady pace, the need to make more efficient use of human resources grows. Research in the west has shown that advancing leadership techniques can have a positive impact on organizational outcomes, such as job satisfaction and organizational commitment.

Within Syria, there are two major types of business organization. One is the family business in which the leader is normally the head of the owning family, and who exercises power and determines much of the way in which the company is run, including issues of organizational justice. The other type of business organization is funded by shareholding partners, some of whom have received business education in the West and are therefore more influenced by western ideas concerning how organizations should be managed. Studies of organizational justice have identified meaningful connections between employees' perceptions of fairness and their performance in the employing organization. For Syrian private business organizations to succeed in a competitive economy (national and international) there is little doubt that their leaders have to better understand the internal factors shaping organizational outcomes.

This research examines leadership and its impact on organizational justice and outcomes in Syrian organizational culture. The purpose of this opening chapter is to give the reader background information on the rationale and objectives of the study. It will explain the intellectual and policy issues which influenced the choice of subject. The research questions that these issues generate are presented and their importance and the means by which they will be answered are discussed. An overview of the structure of this thesis is also provided.

## **1.2. Purpose of the Study**

Some research has been conducted on leadership style and organizational behaviour, and these studies have generated concepts such as organizational commitment, job satisfaction, and organization citizenship behaviour (Lowe et al., 1996; Walumbwa et al. 2004). However, little



research has been conducted to examine the influence of leadership style on employee justice perceptions in organizations. Specifically, there is little research examining the relationships between transformational and transactional leadership and perceptions of fairness, and how such perception may mediate the influence of leadership on organizational outcomes. The purpose of this study is to examine how these two leadership styles affect employee perceptions of fairness in the workplace, and how these in turn affect organizational outcomes such as job satisfaction and organizational commitment.

### **1.3. Context for this Study: Syria**

Context shapes the way we interpret and understand a phenomenon, and so some background information about Syria is necessary to enable readers to better understand the study. Syria is a Middle Eastern country with a population of 22,517,750 (The world fact book, 2010) and a size of 185,180 km<sup>2</sup> (Syrian Central Bureau of Statistics, 2009). According to the World Bank (2008) Syria is a lower-middle-income country, basically depending on agricultural exports.

There is a serious effort from the Syrian government to generate alternative sources for income, especially in the agricultural and mining industries. Nonetheless, the efforts seem to be insufficient as per capita income remains less than 1,570 US dollars per year (World Bank, 2008). There is a gap of income between rural and urban areas; the gap has been widening as the country had suffered from severe droughts over the last few years. As a result, there is a migration within the country, people moving from the countryside to the towns. In addition, people are leaving Syria to other countries, mainly to the Gulf area. The number of Syrians living abroad is estimated to exceed twelve million (Ministry of Expatriates, 2010).

Syria borders Iraq, Jordan, Lebanon, Turkey, Israel and the Mediterranean Sea. It is located in a very politically unstable and conflict prone region of the world. Syria was a pro-Soviet country with a socialist administration. After the collapse of the Soviet Union, Syria was left without financial and political support, and with a bad image in the West, which added pressure on the Syrian economy. For example economic and technological sanctions by the United States against Syria, has prevented the transferring of the American technology into the country (Prados & Sharp, 2005). These sanctions from the West have isolated the country.

In 2005, the Syrian government launched a major reform to take the economy from being a centrally-planned to a social market economy. Haddad et al (2011). The overall objective of this reform was to improve the standard of living of Syrians by increasing economic growth and employment. Kabbani (2009) has noted for example, that the Syrian government has been introducing policies that rely less on government intervention and more on private sector investment, removing barriers to private sector entry for most industries, including banks, and also schools and universities. The Government has also been reforming formal institutions, labour laws, the public education system, and social protection programs. Kabbani sees these economic reforms as helping to revive the private sector and creating opportunities for young people to develop knowledge, skills, and motivation to develop their own careers.

Nevertheless the Syrian economy still faces major challenges as observed by Haddad et al (2011), including the need to create job opportunities and an acceleration of the reform process, which appears to have stalled in several key areas. While the Syrian government has continued to improve services, simplify regulations, decrease tax rates and ease new business licensing procedures, the business environment continues to suffer from bureaucracy, restrictive labour regulations, and a weak infrastructure. Other issues of special relevance to entrepreneurs include limited access to funding, weak enforcement of contracts, and the high costs associated with opening a business. Promoting entrepreneurship is considered a key ingredient in the country's efforts toward becoming a social market economy. Reshaping the running of Syria's commercial and industrial activities from the old top down central planning approach toward a model of encouraging business organizations to become entrepreneurial brings with it an urgent need for research into the challenges of entrepreneurship, including leadership styles likely to help businesses flourish in this emerging Syrian political economic environment.

The reform effort so far has led to some positive results, including reduced dependency on oil and raw materials in GDP, exports, and financing the public budget. As Haddad et al., (2011) reports, unemployment rates were stable at around 8% between 2005 and 2009. Between 2006 and 2010, the average annual GDP growth was a healthy 5.3 percent. The contribution of the private sector to GDP increased from 59 percent in 2004 to 65 percent in 2009, and Foreign Direct Investment (FDI) in Syria also increased during this time, from 1.3 percent of GDP in 2005 (320 million USD) to 3.0 percent in 2008 (1,467 million USD).



These developments and achievements seem to show that after fifty years of public sector led development, Syria is transforming into a society where the private sector is overtaking the public sector in driving the nation's economic development. As already noted Syria's adoption of a market based economy brings with it a need to better understand the challenges of managing competitive businesses. This thesis aims to make a small contribution to that understanding by focusing on how leadership styles influence business organizational outcomes.

At the time of writing this thesis, Syria is in the midst of a serious political crisis, widely reported in the press as part of a wider 'Arab Spring' or 'Arab Awakening'. This crisis, now almost one year old, is undoubtedly damaging business development due to weakening foreign investor confidence in Syria as a stable and respectable economic platform. Many Syrian businesses are also afraid for their future, especially where their success to date has depended on relations with government or tribal discrimination.

Leadership behaviour in Syrian organizations and the commitment of employees, no doubt reflects existing power structures and relations within Syrian society, for example political and tribal loyalties. These relations are now under threat. Whatever new order emerges from this crisis, however different from that of yesterday, is unlikely to upset the deeply ingrained social organization of Syrian society. Organizational leadership will remain infused with respect for broader loyalties, and employee commitment will continue to be influenced by those loyalties. The findings of this study are not undermined by the probability that Syrian society and business in particular will be shaped by the current national trauma of civil unrest and the prospect of civil war. Indeed the findings help locate the significance of interpersonal relations within the Syrian firm; a relationship that has always been central to Syrian culture.

## **1.4. Aims, Motivations, Research Questions and Hypothesis**

### **Aim**

To identify and examine how leadership style affects organizational justice, and how through this mediating factor (organizational justice) leadership shapes organizational outcomes (in particular job satisfaction and organizational commitment). This study is set in the context of Syria's culture.

## **Motivation**

My interest in this area arises from a number of sources. First, I am a Syrian citizen and care about how to help improve Syrian society. Second, I have a professional background in engineering and experience of managing businesses, which have inspired and provided me with relevant business experience to conduct this study. My experience has provided me with some insight to the significance of leadership in shaping employee perceptions of justice in the workplace and how this affects organizational outcomes.

This study aims to provide leaders of business organizations with insights into employee perceptions of justice, and so stimulate informed decisions on how to improve business performance through better understanding employees' experience of justice. Using these insights and understanding will help develop or enhance positive employee attitudes, retain valuable employees, increase employee commitment and job satisfaction, and improve the quality of service the business provides to the market.

## **Research questions and Hypothesis**

As already noted the primary research aim is to understand the impact of leadership style, whether transformational or transactional, on organizational outcomes, in particular job satisfaction and organizational commitment. Recognising that there is no straightforward line between leadership and outcomes, this study will also assess how employee perception of fairness (organizational justice) is affected by leadership, and also at how that perception affects outcomes for the organization. Addressing the aim requires answering a number of research questions, each of which will be further broken down into hypotheses. Modelling the relationship between two styles of leadership, three forms of organisational justice, and two outcomes would generate a large number of hypotheses. This research is interested in particular relationships and not others. In particular this research is interested in the impact of transformational leadership on organisational justice, the mediating value of justice (especially interactional justice), and the impact these relationships have on job satisfaction and organisational commitment. This research suspects that these particular relationships are significant and play an important role in Syrian business culture, but that they are not effectively managed to benefit the organisation. This research is also not interested in

relationships that may be theoretically possible but unlikely to exist in reality, nor in testing relationships that easily confirm what we already know. Therefore this research will focus on the following research questions and associated hypotheses:

(1) Does transformational and transactional leadership positively affect organizational justice?

Considering these two leadership styles and their impact on three forms of organizational justice, generates three hypotheses:

*H1: transformational leadership is positively related to procedural justice.*

*H2: transformational leadership is positively related to interactional justice.*

*H3: transactional leadership is positively related to distributive justice.*

(2) Does organizational justice positively affect employees' job satisfaction?

This generates the following hypothesis:

*H4: distributive, procedural and interactional justices are positively related to job satisfaction.*

(3) Does transformational and transactional leadership affect job satisfaction?

This research will test three possibilities:

*H5: transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.*

*H6: transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.*

*H7: transactional leadership has an on job satisfaction through distributive justice as a mediate variable.*



(4) Does organizational justice affect organizational commitment?

This research examined the impact of organizational justice on organizational commitment through the following hypothesis:

*H8: distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H9: procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H10: interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H11: procedural, distributive and interactional justices are positively related to organizational commitment.*

(5) Does transformational and transactional leadership affect organizational commitment?

The researcher examined the impact of transformational and transactional leadership on organizational commitment through the following hypothesis:

*H12: transformational leadership is positively related to organizational commitment.*

*H13: transactional leadership is positively related to organizational commitment.*

*H14: transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable.*

Researchers such as Tatum et al., (2003) noted that the relationship between leadership and organizational justice, although theoretically plausible, is not supported by empirical evidence. One of the main goals of this study will be empirically establish whether there is a relationship. If such a relationship exists, this could be of particular value to Syrian organizations in general and to Syrian business leaders in particular.

Several studies have shown that leadership style does affect employee behaviour. More precisely, employee perceptions of leadership style have been shown to influence

organizational commitment, job satisfaction, and employee turnover (Chen, 2005; Emery & Barker, 2007; Yousef, 2000). Nonetheless, little research has been performed to uncover whether any relationship exists between (transformational and transactional) leadership behaviours and employee perception of interactive organizational justice.

## **1.5. Background of the Study**

The background for this study resides in leadership and organizational justice theories, and how they affect organizational outcomes such as job satisfaction and organizational commitment. Transformational leadership has been conceptualized by several components: charismatic leadership, idealized attributes, idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Bass & Avolio, 1995). Idealized attributes or attributed charisma relates to follower perceptions of leader power, confidence and transcendent ideals. Idealized influence as behavioural charisma involves behaviour of leaders reflecting their values and beliefs as well as their ethical and moral position, their purpose and mission. Inspirational motivation involves leaders that motivate their followers to achieve high goals and thereby raise follower expectations, communicating confidence that creates a self-fulfilling prophecy. Intellectual stimulation refers to leader ability to appeal to the intellect of followers so that they question assumptions, question the status quo, and see innovative solutions to problems. Individualized consideration refers to the social and emotional support leaders provide their followers along with developing and empowering them. Such development is the result of coaching and contact with followers to help them achieve self actualization (Antonakis & House, 2002).

Elements of organizational justice have potential parallels to transformational leadership characteristics. Interactive justice consists of interpersonal sensitivity and explanations or social accounts (Folger & Cropanzano, 1998). The interpersonal sensitivity component of interactive justice draws a similar parallel to individual consideration in transformational leadership. Interpersonal sensitivity involves fair treatment using politeness and respect (Chan, 2000). Additional parallels between organizational justice and transformational leadership remain undetermined. However, prior research has shown transformational leadership as well as organizational justice or fairness perceptions influence a number of organizational outcomes (Colquitt, 2001; Emery & Barker, 2007). In today's workplace, increasing fairness perceptions of employees has numerous benefits including greater organizational citizenship behaviour, job

satisfaction, and performance (Mayer et al., 2007). Conversely, perceptions of unfairness or perceived injustice can lead to a host of issues for leaders and their organizations (Chan, 2000).

## 1.6. Definition of Terms

- *Transactional leadership*: This style of leadership is represented by a leader who is task focused, clearly communicates expectations to subordinates, takes action to solve impending problems, and rewards performance (Bass & Avolio, 1995; Burns, 1978).
- *Transformational leadership*: Transformational leadership is defined by Bass (1999) as leadership that moves followers beyond self-interest by influencing, inspiring, stimulating them intellectually, or through individualized consideration. Transformational leadership is further defined as a style of leadership representing a leader who is able to inspire followers to move question the status quo, pursue new purpose, see beyond the present, and who is charismatic, intelligent, and visionary (Bass & Avolio, 1995; Burns, 1978).
- *Organizational justice*: Organizational justice is defined as people's perceptions of being treated fairly by organizations (Greenberg, 2001). Organizational justice is further categorized by distributive, procedural, and interactional components. Schminke, Ambrose, and Noel (1997) defined organizational justice as the perceptions employees have regarding distribution outcomes and the process used in deciding allocations of outcomes. Organizational justice provides a construct with which to evaluate employee trust and fairness perceptions among diverse workgroups (Greenberg, 2001). Greenberg asserted that justice is norm-based and to understand how fairness is perceived in organizations it is necessary to consider cultural standards, norms and values of the organization and its people. The norms and values of people differ due to different cultural backgrounds. People learn to view fairness through the lens of their exposure to treatment of others and outcomes that have become expectations through validated opinions (Greenberg, 2001).
- *Distributive justice*: Distributive justice is defined as the perception of fairness of how the organization distributes outcomes (Greenberg, 1993).
- *Procedural justice*: Procedural justice involves the perceptions of employees with regard to how outcomes of decisions are determined (Sapienza & Korsgaard, 1996). Procedural justice is further defined as perceptions that processes that are agreed upon are used in decision-making affecting members of the group (Skarlicki & Latham, 1997).



- *Interactional or interpersonal justice*: The concern shown to employees about the consequences of organizational outcomes whereby individuals believe the organization is sensitive and has genuine concern for their needs (Greenberg, 1993). Interactional justice refers to “the quality of interpersonal treatment they [people] receive during the enactment of organizational procedures” (Greenberg, 1993). The social aspects of distributive justice are present in the construct of interpersonal justice (Greenberg). Interactional justice is also defined as the perception people have that the leader uses logic and is sincere when interacting with subordinates (Bies & Moag, 1986).
- *Job satisfaction*: Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”.
- *Organizational commitment*: Organizational commitment refers to the strength of individuals’ identification with and involvement in a particular organization (Mowday, Porter, & Steers, 1982).

## **1.7. Organization of the Remainder of the Study**

Chapter 2 provides a brief review of the literature regarding leadership and organizational justice and organizational outcomes. Chapter 3 lays out the methodology used in this research. Results of the study are the focus of chapter 4. Chapter 5 focuses on discussion, implementation, and chapter 6 is about the conclusion and the recommendations for future research also organizational indications are included.

## **CHAPTER TWO: Literature Review**

### **2.1. Introduction**

This chapter will examine existing ideas about the relationship between leadership, organizational justice and outcomes. It is organized in three main sections, reflecting the development of the hypotheses which were introduced in Chapter one. The first part of this chapter focuses more particularly on leadership, examining the more general literature on styles of leadership, section 2.3 then focuses the discussion on the particular cultural environment in which organizations find themselves in the Middle East and examining the influences of cultural environment on leadership styles.

The middle section of the chapter moves the discussion beyond leadership to include its relationship with organizational justice and organizational outcomes. This discussion is interwoven with references to relevant studies undertaken on the topic in the Middle East and examines the relevance this might have for the Syrian context. This is followed by concluding remarks on the literature review and a discussion on where the gaps in the literature might lie.

The final part of this chapter section 2.7 explores a number of hypotheses that will be examined in the course of this study, harking back to the literature already cited, and will end with an exposition on four different analytical models which might be useful in the analysis of the data to be collected for the study.

Few studies have so far been carried out on the Syrian organizational culture. Dorfman and House (2004) mentioned that the Middle East has been an under-studied region in leadership literature due to the inherent difficulty of conducting organizational researches in the area, including access to business organizations and collaboration with researchers that speak the language. Therefore, there is a great need to encourage the local researchers from Middle East to fill the gap between western literature review and Middle Eastern research in important topics like leadership, justice, and organizational commitment. This research will provide a foundation for researchers to investigate leadership in Syria and the Middle East. This study seeks to contribute towards an understanding of the role and impact of leadership styles on organizational justice and organizational outcomes on the part of the workforce in Syria, a country where significant business and economic change is taking place.



In order to explore and assess the relationship between an individual's leadership style, an organization's culture and the impact of these variables on organizational justice and outcomes in an effective way, it is important to review the authoritative writings and research related to these constructs. Since few studies have been carried out in Syria, this literature review will focus on key studies carried out in the west, whilst highlighting some important differences and features of organizational culture in Syria.

We anticipate differences between Western and Middle Eastern assessments of leadership behaviour, organisational culture and justice. These two large geopolitical regions differ in important ways (histories, dominant religions, forms of government, cultures, language, attitudes etc). These and other differences will no doubt be translated into differences in leadership and organisational behaviour. Nevertheless, there is a merit in basing the majority of the literature review on Western studies. First, there are few studies on the Middle East, let alone Syria. Second, although there are important contextual differences as noted, the challenge of leading complex organisations is universal. Third, while this study aims to shed light on Syrian leadership and particular aspects of organisational behaviour, it also has the potential to reflect back on Western ideas of leadership and justice. As Pillai et al., (1999) stated:

“Investigations of the relationship between leadership and justice in the U.S. suggest that leadership is linked to organizational justice and individual outcomes. To date, little is known about the link between leadership and justice in cultures other than the U.S”.

This approach aims at drawing a picture of the Syrian business context. The discussion on the cultural context in the Middle East will describe what seem to be important features in any assessment of business leadership in Syria: the gradual opening up of Syria during the last 30 years to doing business with the outside world, the Syrian government engagement with modernisation and the dominance of families as the owners of the vast majority of businesses in Syria. The literature review here will draw on these influences as models of leadership and business organisations are examined. I will draw principally on ideas around Transformational and Transactional leadership, but will seek to blend this with the notion of Paternalism, given Syria's strong family business culture. While recognising there are many models of leadership, this review will focus on Transformational and Transactional leadership because Bass (1991) argues that it may be possible for a single transformational and transactional leadership theory to explain leadership and its consequences across cultures. It seems that transactional and transformational leadership could explain leadership in different culture. For example, several

studies about leadership in the Middle East used transformational and transactional leadership, such as Abas (2008), Shahin and Wright (2004), Awamleh (2005), Ngodo (2008), Yahchouchi (2009) and Sabri (2005). These studies will be mentioned again in this chapter, when examining the importance and impact of regional culture. First, however, this chapter will examine in more depth concepts of leadership in organizations more generally.

## **2.2. Leadership**

Here, the main elements of transformational and transactional leadership will be examined and summarised. The notion of paternalistic leadership will also be raised. These models of leadership should be recognised as being the product of the cultural context of particular organisational forms.

According to Bass (1990) and Trice & Beyer (1993), Leadership is one of the most studied and analyzed aspects of working organizations, and McFillen (1977) added that leadership is featured in almost every textbook on organizational behaviour.

Stogdill (1974) went further, stating that there are as many different definitions of leadership as there are people, who have tried to define it, but Northouse (2007) focuses on leadership as a process and he states that "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal".

Early definitions focused on personality and trait leadership, followed by behavioural style and contingency leadership. However, more recent debates have focused more on the distinction between transactional and transformational leadership. This review will therefore explore in greater depth the recent debates on transactional and transformational leadership

Transactional leadership can clearly be seen as the product of Weber's bureaucratic organisational form, transformational leadership works well with organisations that emphasise innovation, and paternalistic leadership can be understood as the product of family owned business environments.

### ***2.2.1. Transformational Leadership***

Transformational leadership is a process of introducing change, thus transforming individuals and/or organizations. The work of Burns (1978) proved essential in reshaping the focus of



leadership studies. Burns contributed toward the development of new approaches to the study of transformational or visionary leadership.

Burns suggested that two types of leaders existed: the traditional manager concerned with the day-to-day activities or transactional leader, and the leader committed to a vision or transformational leader. The inspiration and empowerment aspects of transformational leadership led to commitment beyond self-interest and involved commitment to a vision and action that created agents of change (Oswell, 2005). Abas (2008) found that in private sector Syrian workers were agents of change because they were capable of accommodating change, which is the visionary aspect of leadership.

Burns (1978) said that transformational leadership is the result of individuals interacting with each other in a way that the leaders and followers motivate each other. Campbell and Dardis (2004) developed Burns' (1978) work by suggesting leadership actions consisted of influencing, operating, and improving. To influence, a leader should make decisions, communicate decisions, and motivate followers (Campbell & Dardis).

Burns (1978) cited Gandhi as an exemplar of transformational leadership. Gandhi motivated millions of Indians and in the process; he was motivated regarding an important human cause. As a leader, Gandhi's vision helped in guiding the ideas of Indians regarding what they might accomplish as a united group. Further, Gandhi used clearly defined goals to achieve nonviolence actions.

Leaders should have the abilities to influence the motives and morals that involve a group, and according to Burns (1978), leaders embrace the motives and morals. Burns also found that leaders' motivated and transformed followers by (a) ensuring followers are aware of the needs for task outcomes, (b) motivating followers to overcome self interest for the betterment of the team or unit, and (c) inducting followers to achieve higher-order needs. Burns' and Bass' (1999) understanding of transformational leadership concluded that transformational leadership might be appropriate under any circumstance or culture, and neither author specified situations in which transformational leadership might be inappropriate or irrelevant.

Research by Kuzmenko, Montagno, and Smith (2004) showed that transformational leaders might be able to inspire, empower, and share a vision with others to accomplish an assigned mission. Darling and Heller (2009) suggested that a leader's vision for the organization will

only succeed if he or she can transform a future vision into the present. Helping workers to understand the connections between the strategic vision and day-to-day tasks was the key for implementation of transformation within an organization. Abbas (2008) found that Syrian workers created a vision of self and the organization and constructed a reality that created opportunities for personal workplace and organizational success.

Key research by Santora and Sarros (2001) identified four major components of transformational leadership: (a) individual consideration, (b) inspirational motivation, (c) intellectual stimulation, and (d) idealized influence.

According to Santora and Sarros (2001), the first priority for a transformational leader was developing relationships with followers to provide individualized consideration for each worker.

### ***Individualized Consideration***

Santora and Sarros (2001) describe how individualized consideration should focus on the need of motivating followers and making them feel as important members of the team. Leaders who provided individualized consideration to their followers showed concern for the needs of followers and were prepared to help their workers develop appropriate behaviour required for the job. Avolio, Walumbwa, and Zhu (2008) suggested that self-efficacy was a process by which transformational leaders might influence workers' job performance. Avolio et al. concluded that transformational leaders enhanced workers' perceptions of self-efficacy by communicating high expectations, and encouraging workers to accomplish the mission of the organization.

### ***Inspirational Motivation***

When leaders communicated a clear vision and motivated others to achieve that vision, inspirational motivation occurred. Santora and Sarros (2001) stated that most transformational leaders had the ability to provide inspirational motivation to their followers. Santora and Sarros concluded that influencing the consciousness of followers regarding the organization's vision and mission and motivating followers to understand and commit to the vision were key ingredients of inspirational motivation.

Inspirational motivation addressed the needs of the organization and not the motivation of the leaders within the organization. Consequently, personnel become motivated to help



implement the objectives of the organization. Santora and Sarros (2001) suggested that leaders who used inspirational motivation set goals, communicated clearly their ideas and visions to their followers, and encouraged followers to grow and support the future direction of the organization.

### ***Intellectual Stimulation***

Intellectual stimulation is another component of transformational leadership. Gkorezis, and Petridou (2008) suggested that a leader might demonstrate intellectual stimulation by encouraging creativity in followers. Darling, and Heller (2009) supported the work of Gkorezis and Petridou by saying a leader should maintain their composure while developing plans to handle followers' problems in a timely manner. Santora and Sarros (2001) concluded that transformational leaders have the skills to handle difficult issues with personnel in a calm fashion and used problem-solving skills to reach decisions that reflected a mutual consensus of employees. The critical elements of intellectual stimulation consisted of creativity, decision-making, and embracing change (Santora & Sarros). To be successful using the intellectual stimulation approach, a leader should have a good understand of the main indicators of intellectual stimulation, which consist of innovation, team building, critical thinking, and encouraging.

### ***Idealized Influence***

The idealized influence component of transformational leadership encouraged followers to use their leader as a role model. Charisma can be used to describe this form of leadership. Santora and Sarros (2001) described how charismatic leaders were able to project self-confidence onto others. The focus of idealized influence was the creation of values that inspired, provided meaning, and instilled a desire for achievement in workers.

A leader required certain qualities to use the idealized influence component of transformational leadership effectively (Santora & Sarros, 2001). The qualities consisted of personal qualities, such as resource, candour, devotion, curiosity, and independence; social qualities, such as leadership, openness, and outgoing; and fighting qualities, such as coolness, control, audacity, and endurance. Santora and Sarros suggested that leaders who demonstrated idealized influence also had the ability to make the right decisions under challenging situations. Such leaders rose above organizational conflicts and believed strongly in their abilities to effectively improve the effectiveness of their organizations.

Leaders that demonstrated idealized influence usually had a positive sense of self determination and demonstrated control of their emotions. Transformational leaders had the motivation and desire to transform their workers by using effective communication, role modelling, and supporting their followers. Santora and Sarror (2001) stated that the major indicators of idealized influence consisted of role modelling, values development, and communication.

Meanwhile, this section explores the role of culture more generally in shaping leadership, asindeed Pools (2000) suggested that culture provides the foundation for any organization's management system and strongly affects the leadership.

### ***2.2.2. Contrasting Transactional and Transformational Leadership***

Using Bass' (1990) framework of transformational and transactional leadership, this research investigated the employees' perceptions of the prevalent leadership style in Syria and its impact on organizational justice and organizational outcomes.

Transformational leadership is based on more than compliance of followers; it involves a shift in beliefs, values and attitudes. Transformational leaders are described by Bass (1985) as "one who motivates us to do more than we originally expected to do."

This definition was built on by Podsakoff et al. (1990) who considered transformational leaders as those who stimulate their followers to change their motives, beliefs, values and attitudes so that they are willing to perform beyond the minimum levels specified by the organization.

In contrast, transactional leaders focus on the motivation of followers through discipline and rewards, clarifying the types of rewards or punishments that should be expected for certain behaviours (Goodwinet al., 2001). Researchers such as Burns (1978) and Bass (1985) contrasted transformational leadership with the more traditional form of leadership dubbed by Burns as "transactional."

The transactional approach entails an exchange, literally a transaction, between leader and follower in which the leader promises to give something to the follower (continued



employment, wages, power, recognition) in exchange for compliance with the leader's wishes. Burns posited that the transactional form of leadership, while comprising the majority of forms of interaction between leaders and led, will not lead to advancement of larger organizational goals. In contrast, Burns transformational theory viewed leadership as a process for the entire organization that brought together all the resources of the organization in the service of the larger institutional objectives and values.

Evans (2005) added that although Burns and Bass agree on the definitions of transactional and transformational leadership, they hold contrasting views of the relationship between these two constructs. Burns (1978), on the one hand, viewed them as opposite ends of a continuum whilst Bass (1985) on the other hand, sees them as being closely related. Evans (2005) in his research finding supported Burns's point of view.

According to Goodwin et al. (2001) the definitions of transformational and transactional leadership have remained relatively consistent for the past 15 to 20 years.

Bass (1985) extended Burn's qualitative theory of transforming leadership by describing the processes, behaviours, and strategies by which leaders developed the capabilities of their followers—those who would come to perform, as a result, beyond organization expectations (Howell & Avolio, 1993). In particular, Bass (1985) proposed a more detailed analysis that began to identify specific components of both transformational and transactional leadership.

Most of the research on transformational leadership has been on the identification of the key transformational behaviours, and the development of theories of their antecedents and consequences. Podsakoff et al. (1990) ascertained from the literature, six key behaviours associated with transformational leaders. Those six behaviours included: (1) Identify and articulate a vision, (2) provide an appropriate model, (3) foster the acceptance of group goals, (4) set high performance expectations, (5) provide individualized support and recognize accomplishments, and (6) provide intellectual stimulation.

In an attempt to identify the behaviours underlying the transactional and transformational conceptualizations, Bass (1985) developed the Multifactor Leadership Questionnaire (MLQ). In his original formulation Bass saw transformational leadership comprised of four qualities: Charisma, Inspirational Motivation, Individualized Consideration and Intellectual



Stimulation; while transactional leadership was made up of two qualities: Contingent Reward and Management-by-Exception.

Between 1985 and the present, Bass and others (Hater & Bass, 1988; Bass &Avolio, 1993a; Avolio& Bass, 2004) have expanded the original theory to the full-range leadership model comprised of five transformational leadership factors (Idealized Influence-Attributable, Idealized Influence-Behaviour, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration), two transactional factors (Contingent Reward and Active Management by Exception), and two passive /avoidant behaviours (Passive Management-by-Exception and Laissez-Faire).

The full-range leadership model would be explained in the following diagram:

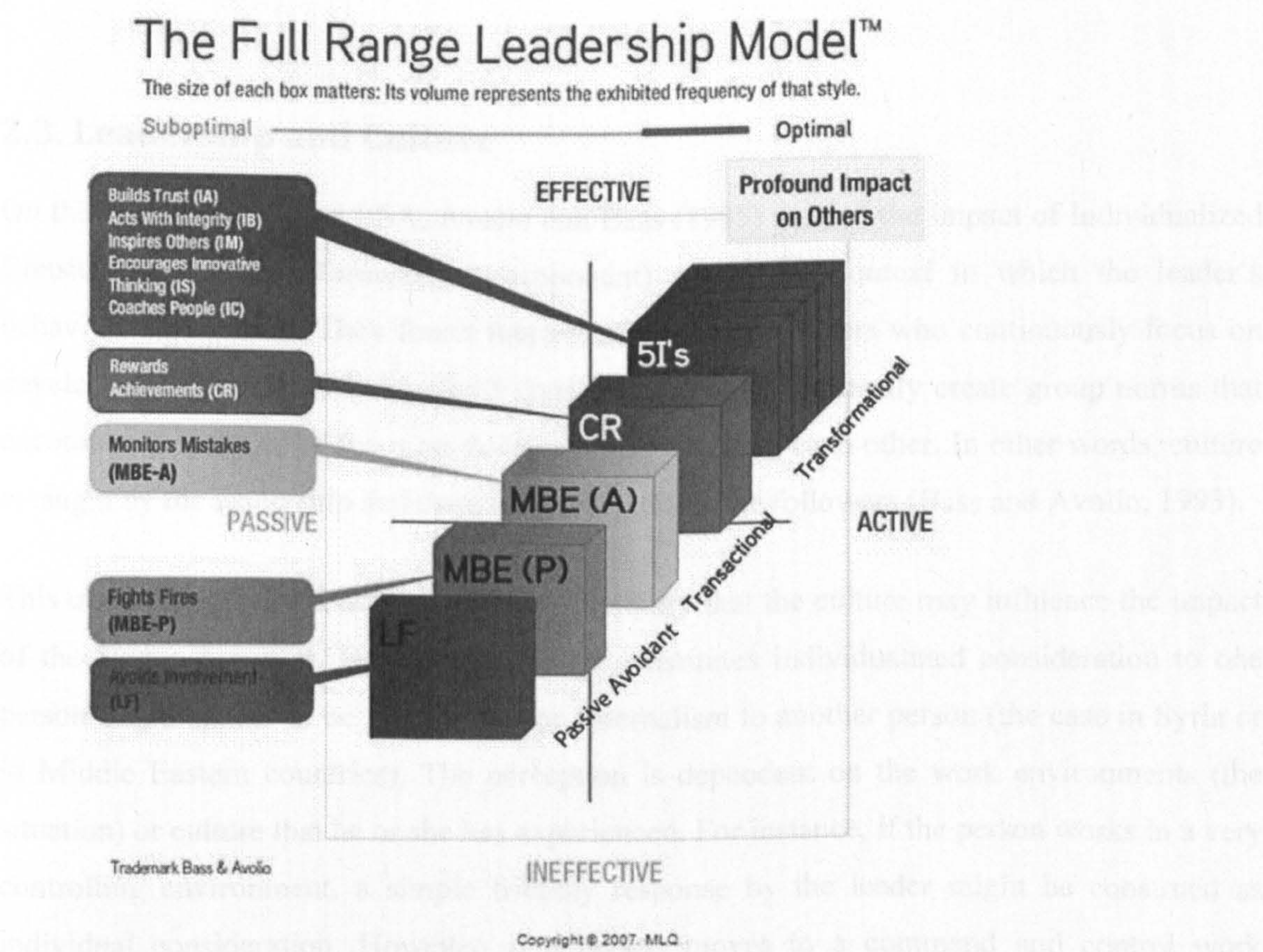


Figure 2.1 The full-range leadership model

Source: Mmurray (2007), [http://www.mmurray.com.au/leadership/full-range-leadership-model/]



Bennis and Nanus (1985) found that management of attention through vision and working to development commitment and trust were the common behaviours of transformational leaders, while Tichy and Devanna (1990) indicated that the leader had to have the ability to recognize a need for change and create a new vision as well as the ability to gain support for the vision.

Transactional leadership requires the leader to provide the right conditions for employees so that they know how effort leads to economic benefit (Bass, 1985). This view is also supported by Brockner and Siegel (1995). This would motivate them to do even better in their field of expertise. This view (i.e. transactional leadership style) relies on the notion that people are inherently driven by the desire for benefit in any organization. Be it in the form of promotion or economic rewards, they tend to perform better when incentives are on offer and that are coupled with perceived fair justice.

### **2.3. Leadership and Culture**

On the other hand, in the USA, Avolio and Bass (1995) studied the impact of Individualized Consideration (a transformational component) within the context in which the leader's behaviour was nested. They found that transformational leaders who continuously focus on developing followers (individualized consideration) will eventually create group norms that encourage colleagues to focus on developing and helping each other. In other words, culture is taught by the leadership and eventually adopted by the followers (Bass and Avolio, 1993).

This observation fails to account for the possibility that the culture may influence the impact of the leader, however. For example, what constitutes individualized consideration to one person might appear to be interference or paternalism to another person (the case in Syria or in Middle Eastern countries). The perception is dependent on the work environments (the situation) or culture that he or she has experienced. For instance, if the person works in a very controlling environment, a simple friendly response by the leader might be construed as individual consideration. However, if a person moves to a command and control work environment after they have experience in an organization that focuses on developing individual, his/her threshold for individual consideration will be much higher (Avolio and Bass, 1995). Thus, the culture beliefs, norms and values that he has experienced in former

work life impacts how he/she feels about the leader's behaviour. In other words, culture defines attitudes of followers.

From this, we can ask an important question: Does leadership determine culture or, does culture determine leadership? Howell and Avolio (1993) hypothesized that leaders in an organization that is high in support for innovation (characterized as open to creative suggestion, innovation and risk taking) would have higher levels of performance. Their findings suggested transformational leaders do perform better in environments described by followers as innovative; thus implying that culture may have an effect on transformational leader performance. We can argue here that culture can have an effect on all kinds of leadership performance, not only transformational ones.

These ideas suggest that culture shapes leadership. Management also attempts to affect culture as a technique for exerting influence on the organization, and researches like Bass and Avolio (1993), Berrio (2003), Parry (2002) and Schein (2004) shown there is constant interplay between leadership and organizational culture. Leadership styles and organizational culture are not independent of each other. Bass and Avolio (1993) noted that it is important to recognise that the culture of an organization affects the leader as much as the leader affects the culture of the organization. Block (2003) and (Sarros & Santora, 2001) indicate that a leader's style does appear to have an impact on culture. Additional studies on culture point to the possibility that organizational culture possesses more influential power on a leader than the leader does on a strong culture (Bass, 1990).

Yet, culture affects management, and management who will change culture then attempts to affect culture as a technique for exerting influence on the organization. Berrio (2003), Parry (2002) and Schein (2004). These various studies show that there is a constant interplay between leadership and culture.

### ***2.3.1. Cultural Context of the Middle East***

In this Section I will discuss the Influence of the Arab social culture on leadership styles and organisations. First, I will interpret the Arab and Middle Eastern culture according to Hofstede's studies about Middle Eastern culture. Second, I will give some details from Arab researchers who studied these issues. Third, I will give a brief explanation about the



relationship between leadership and organizational culture. Therefore, the main points for this section are:

- a. Hofstede on Middle Eastern culture.
- b. Existing research on Syrian and Middle East organisations.
- c. Relationship between leadership and organisational culture in the Middle East.

This section starts from a broad context, sketching out the pattern of culture in the Middle East, as a proxy for culture in Syria. Then, I attempt to show how this context influences the relationship between organisations and their leaders.

For the purposes of this review, it seems reasonable to use the term ‘Arab’ rather than ‘Syrian’. The countries of the Middle East share many features (geographical proximity, religion, language, history and culture), although there are variations in detail. Moreover, The Ottoman state divided Syria into ‘wilayat’ (each one had a governor ‘wali’). But you can say: the current political borders were made and established by the French and British colonization in the 20<sup>th</sup> century. Before that, Syria, Lebanon, Jordan and Palestine were ruled according to a different administrative system during the Ottoman occupation.

**2.3.1.1. Hofstede and Culture**

Hofstede (2003) created a framework to assess different natural cultures which can be used to understand and predict their behaviour with a high level of consistency over a period of time. The indices for the Arab world and a comparison with USA are given in the following table 2.1.

Hofstede’s Index	Arab World	USA
Power Distance Index – PDI	80	40
Individualism Index – IDV	38	92
Masculinity Index – MAS	52	72
Uncertainty Avoidance Index –UAI	68	46

*Table 2.1 The indices for the Arab world and a comparison with USA Hofstede’sIndex*



The Hofstede index is the best available measures under the circumstances, namely a paucity of reliable and comparative quantitative analysis in the context of Arab cultures. Nevertheless, it should be pointed out that there are considerable cultural differences between the various Arab societies themselves, and that the Hofstede index itself needs further refinements to take this into account. Of crucial importance here is that Hofstede examined six particular Arab societies, namely Egypt, Iraq, Kuwait, Lebanon, Libya, and Saudi Arabia, but did not include Syria in his study.

Hence, some caution needs to be taken when applying the Hofstede index to the Syrian context. As indicated above, it is the best international measure of cultural attitudes towards power, leadership and assertiveness currently available. Nevertheless, such figures should be taken as a rough guide rather than as definitive or authoritative measures of cultural attitudes in the Syrian context.

This comparison is the dominant view in the West about the difference between the Arab and the Western cultures and its impact on institutions including work organization. However, the reality is greyer and both Arabs and westerners share many common traits and their behaviours overlap often. Yousef (2000) supports our argument and demonstrates that “western management and organizational behaviour theories could be valid in a non-western setting and that results found in one society might be evident in a different society”. What retards the change in the Middle East is the lack of experience and organizational skills acquired in the west over centuries. However, what seems to be influencing institutions in the Arab world is mostly the family nucleus driven by religious beliefs that one must obey parents’ wishes as the main source of leadership.

Schwartz and Bardi (2001) stated “Differences are more salient and compelling than similarities. It may therefore be difficult to accept that a largely shared, pan-cultural value hierarchy lies hidden behind the striking value differences that draw our attention. To gain a full understanding of human value priorities, we must take note of the interplay of both differences and similarities”.

Schwartz (1992) argued that “We postulated that the set of value types whose attainment serves individual interests (power, achievement, hedonism, stimulation, self-direction) would emerge as one set of adjacent regions, those that serve collective interests (benevolence, tradition, conformity) would emerge as a second set of adjacent regions opposed to the first

set, and those that serve mixed interests (universalism, security) would emerge in regions on the boundary between the individual and collective interests regions”.

According to Hofstede’s findings the Arab world has a collectivist culture, and Schwartz mentioned that collective interests are about benevolence, tradition, and conformity. The three values are very important in the Arab culture, but also power distance has a great existence in the Arab culture as it shown in table 2.1 hofstede (2003), and according to Schwartz power is an individual interest, and it is about social status and prestige, control or dominance over people and resources Schwarts et al. (2001).

Yet, in order to place the discussion within the realms of leadership and cultural expectation, it is useful to refer back to Schwartz & Bardi (2001).definitions on motivation and values, as in the table 2.2:

Motivational Types of Values in Terms of Their Goals and the Single Values That Represent Them

<b>Power:</b> Social status and prestige, control or dominance over people and resources (social power, authority, wealth, preserving my public image)
<b>Achievement:</b> Personal success through demonstrating competence according to social standards (successful, capable, ambitious, influential)
<b>Hedonism:</b> Pleasure and sensuous gratification for oneself (pleasure, enjoying life)
<b>Stimulation:</b> Excitement, novelty, and challenge in life (daring, a varied life, an exciting life)
<b>Self-direction:</b> Independent thought and action choosing, creating, exploring (creativity, freedom, independent, curious, choosing own goals)
<b>Universalism:</b> Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature (broad-minded, wisdom, social justice, equality, a world at peace, a world of beauty, unity with nature, protecting the environment)
<b>Benevolence:</b> Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (helpful, honest, forgiving, loyal, responsible)
<b>Tradition:</b> Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self (humble, accepting my portion in life, devout, respect for tradition, moderate)
<b>Conformity:</b> Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (politeness, obedient, self-discipline, honouring parents and elders)
<b>Security:</b> Safety, harmony, and stability of society, of relationships, and of self (family security, national security, social order, clean, reciprocation of favours)

Table 2.2 Motivational Types of Values

Source: Schwartz & Bardi (2001).



Motivational types of values is very important for understanding the worlds values, in this research we can only study some parts of these values such as commitment, respect, social justice.

Nevertheless, the influence of Western culture on the Arab world is slowly changing the role of families shifting leadership towards independence in thought and freedom of choice. (Abas, 2008).

The implication for leadership qualities is that the people of Syria look up at leaders for a strong and visionary leadership that would promote organizational justice and bring in change among their lives for the better.

#### ***Hofstede's Index for Syria***

Hofstede analyses the Arab world of which Syria is a part. In all the Arab countries, Islam is the dominant religion. His work is based on four indexes, each of which is designed to explain particular cultural features. These are: Power Distance Index (PDI); Individualism Index (IDV); Masculinity Index (MAS); and Uncertainty Avoidance Index (UAI). These explore inequality relating to wealth and power, how important individuals are vis-à-vis wider society, the role of women in society and how tolerant a society is of uncertainty and ambiguity.

The implications of Hofstede's findings are that the Arab world has a collectivist culture that is separated by discrete social classes, is risk averse, avoids change and new technology, the people like to obey authority and rules and accept what the government, leaders or people in authority say. There is a great dependence on the monarchy and leaders, which remains isolated and does not mix with the people and that has formed a controlled society. Barriers to adopting changes and technology exist but they would disappear if the government endorses these changes.

#### ***2.3.1.2. Existing Research on Syrian and Middle East Organizations***

Businesses in Syria are going through an important period of change. The history of private firms operating in the country has been varied and has progressed through different stages of development. Industrial activity in the country had a severe set back in the 1960's when many



thriving industries were nationalized (Seale, 1990). The newly nationalized industries were inefficient and weighed down the economy, affecting management practices and reducing innovation. Since the Presidential change in 2000, the economy has become increasingly open and foreign influences on businesses has risen. This has happened at a time of thawing relations between Syria and the international community. Perthes (2004) stated that under the rule of the new president Syria finds itself in a rapidly changing regional environment. The country is undergoing a process of economic change which, in the long run, may add up to a full transformation from etatism (state-led economic planning) to a market economy.

This opening up has further resulted in an increasing number of Syrian professionals being trained in European and US colleges. While many remain in foreign countries, those who return to Syria bring with them different ideas of leadership and organizational justice.

According to Abas (2008) greater academic focus has been given to organizations operating within Syria over the past five or six years, coinciding with the changes taking place in Syrian business relations in particular. Issues surrounding the importance and style of leadership have gained increasing prominence and literature has begun to concentrate on this field to a greater extent. For example:

The sample in the study by Abas consisted of (16) randomly chosen factories representing the most important industries in both public and private sectors in Syria. The author distributed (470) questionnaires to the managers from different levels and collected (325) answered questionnaires, (132) from the public sector and (193) from the private sector. Abas study recommends working on applying the transformational leader style in both public and private sectors as it increases the organizational commitment of their employees and positively effects their organizational commitment.

Yousef (2000), in his studies about the Arab culture (by using the culture of the United Arab Emirate (UAE) as an example), states:

*“It should be noted that the choice of national culture as a moderator of the relationships between leadership behaviour, organizational commitment, job satisfaction and performance is due to the significance of national culture in influencing individuals’ leadership behaviour, organizational commitment, job satisfaction and performance.”*

Yousef added that leadership behaviour and national culture interact together in their influence on job satisfaction. However, he concluded that national culture does not directly determine the impact of leadership behaviour on either organizational commitment or job performance; indeed, in some cases managers might be even less inclined to spend time and effort to analyze and understand such relationships.

Other important studies from UAE by Abu Elanain (2010) reached very important conclusions that support my research argument. One of these results was that job satisfaction partially mediates the relationship between justice and organizational commitment; such a finding has profound implications for staff turnover in the UAE. In the sense that they should bear in mind that fair procedures and outcomes lead to improve the level of job satisfaction, and this in turn enhances the level of organizational commitment and reducing turnover intention.

Whilst Abu Elanain (2010) studied two factors of organizational justice (procedural and distributive justice), we study three separate aspects of organizational justice (procedural, distributive and interactional justice). Arising from the discussion on the distinctive aspects of Arab culture as it affects organizational behaviour, it seems appropriate to have an additional focus on the role of interactional justice as it impacts on job satisfaction and organizational commitment.

Since interactional justice is about the direct interaction between leaders and followers effecting satisfaction and commitment and the majority of Syrian private firms are small to medium size, organizational leaders will often interact much more directly with their employees than would be the case in western organizations. This direct interaction may have the effect of increasing or decreasing job satisfaction and organizational commitment, according to the positive or negative nature of such interaction with employees.

One of our key objectives in this research is to analyse the impact of such interactions and the nature of interactional justice within Syrian organizations. Such a focus will shed further light on the specific context in which management operates within the Syrian context and may give further insights into notions already elaborated by Abas (2008). He posits that in Syrian organizations, the concepts of organizational leadership and organizational commitment need to be correctly understood in order for such firms to reach their full potential.



Moe (2007) comments that many of the concepts of leadership and organizational culture in Jordan depend on the industry type and sector in which they operate. The author researched the topic while evaluating a top hospital and comments that high profile industries such as oil and gas, hospitals, ICT industries and firms set up with western collaboration have some elements of organizational treatment and fair behaviour. However, he notes that the unregulated economy, comprising mostly of small firms, that provides employment to more than 85% of employees, still suffers from autocratic rule where the leader is often the owner and is interested only in profits. It seems that when companies owners concentrate only on the profit, justice perception would not be one of their priorities. This observation could also be applicable to Syria; a neighbour of Jordan with a very similar culture as discussed previously.

There is a lack of research on organizations in Syria and on the Middle East in general, as Yahchouchi (2009) a Lebanese researcher stated: “Compared to other parts of the world, the Middle Eastern region has less available literature related to the field of human resources management”.

#### ***2.3.1.3. Relationship between Leadership and Organisational Culture in the Middle East***

What has been under-researched in the literature is the connection between culture and the behaviour of the leader in relation to business organizations. There was an argument that certain cultural features in the wider Middle East play an important role in organizational leadership.

Yahchouchi (2009) stated:

*“There has been considerable evidence that national culture influences leadership styles and employees’ behaviour. Therefore, national culture is considered a key factor for understanding the Lebanese manager’s leadership”.*

Drawing on Hofstede in a hierarchical society in which upward mobility is restricted, Syria might tend to have leadership styles in which there is a great deal of power distance between leaders and employees. In a small family business, such power distance may not be that great,



but the bigger and more successful such firms become, the greater the power distance that might be expected between leaders and employees. In such family run businesses, power might be shared within the family that owns the business, but individual style of leadership might be heavily constrained by traditional subservience to the views of the more senior members of the family. Indeed this may foster a climate in which junior members are reluctant to take many risks on their own initiative.

Since the seventh century, the influence of Islam has had direct ramifications on organizational justice in the Islamic world (Attala, 2007). Middle Eastern companies have set various conditions relating to the interpretation of Islam to uphold. Arguably, the greatest impact has been on staff's cultural and ethical levels.

Islam is the dominant religion in Syria. According to Yahchouchi (2009):

*“Religious social norms are deeply embedded in everyday life. For Muslims, for example, these norms and values are underpinned to a very large extent by the Koran, the sayings and the practices of the prophet Muhammad (peace and blessings be upon him). These norms include intention (niyat) underlying every act, proficiency (ihsan), sincerity (ikhlas), piety (taqwa), justice (adl), truthfulness (sidk), patience (sabar), consulting (shura), and so forth. It is generally assumed that Islam's influence on workplace behaviour may elevate concern for in-group relationship above personal concerns”.*

This suggests that Syria, an Islamic community, is collectivistic, fostering conformity of values and behaviour. This view seems to be in accordance with that of Hofstede (discussed above), so that there is an emphasis on respect for authority and risk avoidance.

### ***Paternalism and transformational leadership***

Saidi (2004) considered that more than 90% of Lebanese small and medium-sized businesses (SMEs) are family businesses, and Yahchouchi (2009) stated “we can assume that family business ownership promotes a paternalistic leadership style”. Moreover, he added that the paternalistic leadership is assumed to be more compatible with Middle Eastern society.

Other researchers Cheng, Chou, Wu, Huang, and Farh (2004) considered that the paternalistic leader and transformational leader do have some shared characteristic in common.

It seems that the similarity is coming from the point that according to Avolio and Bass (1995) individualized consideration (one of the component of transformational leadership) involves the ability of a leader to pay special attention to the needs, interests and problems of each individual employee.

While under paternalistic leadership, the leader assumes that his function is paternal or fatherly. His attitude is that of treating the relationship between the leader and his employees as that of a family with the leader as the head of family. The leader as a father pay attention to the needs and interests of his employee, and he works to guide, help, protect and keep his employees happily, working together as members of a family.

A study for Popper and Mayseless (2003) tried to apply a parenting perspective to transformational leadership and they stated:

*“What good parents do and how they behave with their children closely corresponds with what transformational leaders do and how they behave with their followers. This similarity is apparent in several quite diverse domains. (a) Both are sensitive and responsive, showing individual consideration for their “protégées”; (b) both reinforce the protégés' autonomy in a supportive, non-judgemental way and by actively providing opportunities, promoting relevant experiences, giving explanations, and the like; (c) both set limitations and rules which are flexible; and finally (d) both are positive examples to identify with and look up to”.*

It seems good parents and paternalism (act as a father) has similar meaning and overlap with transformational leadership.

This similarity opens up conceptual and empirical opportunities to investigate the dynamics underlying transformational leadership by borrowing from the extensive literature on parenthood. Specifically, the conceptual frameworks formulated in the domain of parenthood and the vast research conducted in developmental and clinical psychology provide a relevant theoretical basis and a rich bedrock of research findings, which can contribute substantially to understanding the nature of the developmental impact of transformational leaders. To indicate how parenting notions can be applied to leadership, we introduce several propositions that we see as representing the essence of the analogy between transformational



leaders and good parents with regard to developmental aspects of these relationships (Popper and Mayselless, 2003).

On the other hand, according to Pellegrini and Scandura (2006) paternalism has been perceived negatively in the Western context. This has been reflected in metaphors regarding paternalistic leadership, such as 'benevolent dictatorship' (Northouse, 1997), 'cradle to grave management' (Fitzsimons, 1991), 'country club management style' (Winning, 1994), and 'non-coercive exploitation' (Goodell, 1985). However, in Turkey this type of relationship is based on the assumption of power inequality between the leader and the follower, which is socially accepted and not resented by those lower in the hierarchy.

Some important studies has been done in the Middle East about leadership, for an example in Lebanese culture a study about Lebanese leadership done by Yahchouchi (2009) who stated that:

*"Data were collected in a survey on a sample composed of 158 respondents chosen among employees working and living in two different areas in Lebanon. Results showed that Lebanese leadership tends to be more transformational than transactional".*

While in Jordan Sabri (2005) integrated a comparative approach to study the leadership styles of Jordanian managers in the International Air Transport Association (IATA). The results revealed that IATA managers preferred transformational rather than transactional leadership styles in Jordan.

In Syria Abas (2008) stated "the organizational commitment of the private sector manager was better than their counterparts in public sector, and they were more transformational managers than the public sector managers".

The Syrian management style seems to be relatively unstudied, and our aim in this research is to analyse the leadership style in the six Syrian organizations; to investigate whether it is leaning towards transformational or towards transactional leadership. Either way, we think that Syrian national culture will play an important role in influencing the Syrian leadership style.



### ***Relationship between Transactional and Transformational Leadership in Syria***

Leaders that demonstrated idealized influence usually had a positive sense of self determination and demonstrated control of their emotions. Transformational leaders had the motivation and desire to transform their workers by using effective communication, role modelling, and supporting their followers. Santora and Sarror (2001) stated that the major indicators of idealized influence consisted of role modelling, values development, and communication.

The relationship between transactional and transformational leadership is particularly relevant in Syria. Current leadership styles in the private sector – particularly small businesses – are based on transactional methods to a great extent. Scholars including Abas (2008) argue that a combination of transactional and transformational leadership techniques will achieve the best results in the Syrian context.

Since Middle Eastern companies have now taken the Western model of management and company's structure, further studies examining transformational leadership techniques in Syria are of paramount importance if the private sector is to become more competitive in an increasingly globalised business context. This approach fits with Bass and Avolio's concept which provides inspirational motivation and focused on motivating the employee and making him feel as part of the organization (Bass and Avolio, 1997). Thus the employee shares vision with the organization and shares same vision. Yousef (2000) states that: "Improving employees' satisfaction with and performance in their job requires the adoption of the appropriate leadership behaviour in order to improve the level of organizational commitment and in turn the levels of both job satisfaction and job performance".

Hence, a critical aspect of this study will be a close comparison of the impact of transformational and transactional leadership within Syrian organizations. Moreover, in order to make a more rigorous examination of such leadership impacts on Syrian organizations, this study will focus more specifically on the relationship between leadership style, organizational justice and organizational outcomes. The final part of this chapter gives an account of the various hypotheses that will be examined, and various models used to operationalise the concepts under discussion. First we examine in more depth some of the key concepts that will be explored, such as organizational justice and organizational outcomes.

## **2.4. Leadership Style, Culture and Organizational Justice**

This study explores the relationship between a leader's style, whether transformational or transactional, and both organizational justice and organizational outcomes. This section will now focus on organizational justice.

Organizational justice research deals with the perceptions workers have of fairness in organizational decisions and decision-making procedures in the workplace. These perceptions can influence attitudes and behaviour either positively or negatively, leading to a related impact on employee performance and the success of the organization (Baldwin, 2006). Furthermore, the interpersonal treatment received by employees from management plays an important role in the organizational justice of a workplace (Kivimaki, 2003; Yamaguchi, 2005).

Research has shown that organizational justice is an important determinant of individuals' attitudes, decisions, and behaviour in the workplace. Justice concepts have been applied to various organizational issues, including selection and staffing, performance appraisal, compensation, diversity management, sexual harassment (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Gilliland & Chan, 2002).

The pre-eminent model describing organizational justice is that of Greenberg (1987), who outlines taxonomy of justice and speaks of four types of justice that can be evident in an organization: Systemic Justice, Configural Justice, Informational Justice and Interpersonal Justice. The administration of these justices is decided to a large extent by the company culture and the leadership. It is also possible that these systems may be in force at the same time in an organization. Systemic justice is a form of procedural justice by structural means and the decision making is consistent, considers all people involved, Configural Justice is a distributive justice by structural means and leadership should ensure that rewards are distributed fairly. Informational justice is a procedural justice by socially determined means and the leadership should clearly inform workers about how and why decisions are made without any ulterior motives or deceit. Interpersonal justice is a distributive justice by social means and the leadership should show concern and sensitivity for decision outcomes.

Greenberg says that sensitivity and care by the leadership when handling sensitive issues, such as, when an employee is denied a promotion or a raise, goes a long way in nullifying the

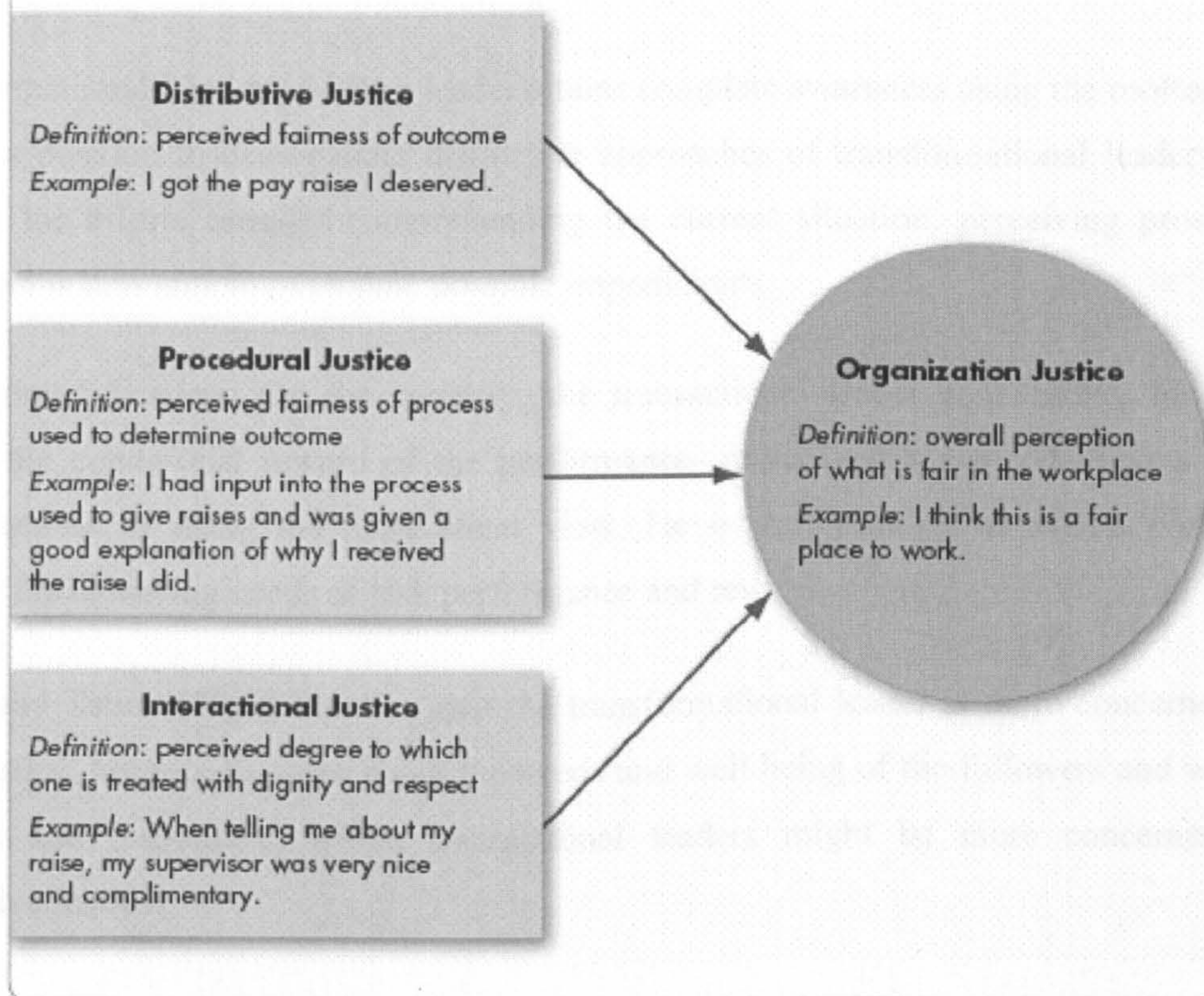


hurt feelings of employees. According to Greenberg, an effective leadership attempts to increase the organizational citizenship behaviour (OCB), among the employees. OCB refers to the extra role behaviour that goes beyond the normal duties and makes the employees more engaged. The author says that there are five characteristics of OCB. These are altruism, conscientiousness, courtesy, sportsmanship and civic virtue. A good leader attempts to increase the OCB among employees and this helps in achieving organization goals.

According to a latter work by Greenberg & Cropanzano (2001), while the precise dimensionality of organizational justice perceptions are still much debated by researchers, many nonetheless agree that at least three dimensions are significant contributing factors associated with it. These factors are: distributive justice, concerned with perceptions of fairness regarding outcomes in an organization; procedural justice, concerning the fairness of the process through which organizational outcomes are achieved; and interactional justice, concerning the fairness of the interactions between different organizational tiers, i.e. leadership and workforce.

Robbins and Judge (2009) in their book organizational behaviour describe the three type of the organizational justice in the following model:



**Exhibit 6-9****Model of Organizational Justice**

*Figure 2.2 Model of organizational justice*

*Source: Robbins and Judge (2009)*

Whilst extensive studies have already been undertaken in the West on the topic of organizational justice, this has received scant attention so far in the Middle East; hence the importance accorded to it in our present study. Moreover, we shall be using the three key concepts of distributive justice, procedural justice and interactional justice to form the basis for the analytical framework to be used in this study.

#### **2.4.1. Leadership and Organizational Justice**

The relationship between leadership and organizational justice is explained by Duke (1998). He argues that in leadership styles, a top view and a street view are important. This view is



also supported by Tatum et al. (2003) who argues that organizational justice is closely connected with styles of leadership. We could argue that:

-Transformational Leaders: while a leader attains complete awareness using the rooftop view, he is in a position to demonstrate distinctive approaches of transformational leadership by directing his efforts towards comprehending the current situation, perceiving prospective trends, and is thus able to overcome possible impediments.

-Transactional Leaders: On the contrary, the transactional leader concentrates his efforts towards the conditional reward of the performance- reward exchange, retaining a limited vision because of using the mere street view. He is thus required to watch even more carefully the balancing needs of task performance and reward.

Eberlin and Tatum (2008) mention that the transformational leader is more concerned with social justice, because he cares about the needs and well being of the followers and wants to be open and responsive, whilst transactional leaders might be more concerned with distributive justice.

Pillai and Williams (1996) found that transformational leadership was related to procedural justice which in turn influenced trust and job satisfaction.

By contrast, transactional leadership might focus on other priorities; thus, according to Eberlin and Tatum (2008):“It is natural that the transactional leader would be mainly concerned with how the organization distributes rewards and the policies regarding employee involvement in decision making (structural justice).”

Wang (2005) conducted research with 502 employees of private banks in Greece. A structured multifactor leadership questionnaire (MLQ) was distributed to understand the links between organization justice and the leadership styles practised in the organization. The survey asked responders to assess what they felt about the leadership style and linked the responses to organizational justice. The questions related to transformational justice, procedural and informational justice, psychological contract breaches, perceived external breaches and organizational identification. While the results showed what the employees felt about their organizations, their leadership and how satisfied or dissatisfied they felt, an overview suggests that the instrument is a good indicator to attempt find a link between

leadership style, organizational performance, employee satisfaction and employee productivity.

Transactional leaders in Syria are highly concerned with the distribution of rewards to employees and, in general, this concern takes precedence (Abas, 2008). Hence, in our present study we shall focus on examining the extent to which different styles of organizational leadership in Syria place varying degrees of importance on distributive, procedural and interactional justice.

The literature outlined so far indicates a strong relationship between transformational leadership and procedural justice, which in turn might affect job satisfaction and other organizational outcomes. We shall be examining and testing the extent to which this might be the case in the Syrian context, by focusing on six Syrian companies in the private sector. We will use quantitative analysis to test the strength of these relationships, as well as undertake qualitative interviews with key personnel and employees in those organizations.

By contrast, much of the reviewed literature associates transactional leadership with a preoccupation with distributive justice. Since, we would expect transactional leadership to be more prevalent in the Syrian context, at least in the more traditional, family-led organizations, our study will seek out examples of both transactional and transformational leadership. It should be noted, however, that recent studies in the Middle East, including Lebanon (Yahchouchi, 2009), Jordan (Sabri, 2005) and Syria (Abas, 2008) found a growing trend towards increasing transformational leadership, especially in the more modern, well-structured, organizations.

Literature regarding the relationship between leadership styles (e.g. transformational, transactional) and organizational justice remains highly centralized in developed countries. There is no doubt that this is a crucial relationship that emerging companies in Syria need to understand as the economy opens. Future research on how this relationship varies between countries and how best to relate leadership, justice and cultural factors is an obvious direction for the expansion of this field



## **2.5. Leadership, Organizational Justice and Organizational Outcomes**

Abu Elanain (2010) stated that “The justice-work outcomes relationship needs to be further examined in the non-Western context in general and in the Middle East in particular”. Indeed, this aspect of the relationship between perceived organizational justice and work outcomes, such as organizational commitment will be a key focus in our study of Syrian organizations.

One reason that organizational justice has emerged as an important topic is that it influences many attitudes and behaviours of employees in the workplace. This in turn influences the overall organizational performance and its prosperity in the long run. Of the most interest are employees’ job satisfaction, organizational commitment, trust in supervisors, and trust in organizations (Colquitt, et al., 2001).

The four outcome variables selected here reflect employees’ reactions to themselves, their supervisors and organizations when they receive fair/unfair treatment. Our current study focuses more specifically on two of these outcomes, namely job satisfaction and organizational commitment, since these are more readily measurable and comparable on international measures, whilst issues of trust are much more culturally contextualized and less easy to operationalize.

Tyler (1986) found that giving the opportunity to subordinates to express their opinions strongly affects subordinates’ perceptions of procedural justice and positively influences their evaluations of the abilities of their superiors, especially when the subordinates have less decision making authority. Moorman (1991) agrees, stating that procedural justice plays an important role in evaluating the leadership by the subordinates.

Moreover, it is seems that the transformational leader works on defining his relationship with subordinates outside the frame of pure economical exchanges, and one of the methods that enable him/her to achieve this goal is through procedural justice, trust and by empowering subordinates, allowing them to participate in decision making, encouraging them to think about their own interests, and treating them fairly (Bass, 1985).

By contrast, excessive reliance on transactional leadership may create an environment in which the relationship of the subordinates with the organization is overwhelmingly determined by the principles of economic exchange of goal achievement and rewards (Bass,

1985; Pillai et al., 1990; Abas, 2008). Under such leadership, we find that subordinates are more interested in the justice of rewards they get instead of the justice of the procedures employed in determining those rewards, and this is because their relationship with their leaders depends on the returns they receive for the achievement of goals.

### ***Organizational Outcomes: Job Satisfaction and Organizational Commitment***

This study takes a two-pronged approach to the impact of leadership styles on organizational culture in Syrian society. Firstly we shall be examining managers' and employees' perceived views on organizational justice, through quantitative surveys and qualitative interviews. Secondly, we shall also be focusing on organizational outcomes, such as job satisfaction and organizational commitment, and exploring the relationship between leadership style and these organizational outcomes.

#### ***Job satisfaction***

Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Managers also believe that a happy worker is more productive employee. It is widely believed that people satisfied with their job also achieve more, have better psychological and physical health, and even experience greater satisfaction in their lives (Fritzsche & Parrish, 2005).

Among various antecedents to job satisfaction, studies have shown that distributive, procedural, interpersonal, and informational justice all predict job satisfaction (e.g., McFarlin & Sweeney, 1992; Mossholder, Bennett, & Martin, 1998). In fact, a meta-analysis on organizational justice has shown that various types of justice are moderately or highly related to job satisfaction (Colquitt et al., 2001), whilst further studies of the relationship between leadership style and employee job satisfaction have been carried out by scholars including Kim (2002), Gresham & Brown (1997), and Putti & Tong (1992).

#### ***Organizational Commitment***

Organizational commitment refers to the strength of individuals' identification with and involvement in a particular organization (Mowday, Porter, & Steers, 1982).

Meyer and Allen (1991) incorporated both attitudinal and behavioural approaches to organizational commitment and their complementary relationship, and suggested a three-component framework of organizational commitment. Common to all three components is



the view that commitment is a psychological state that characterizes the employees' relationships with the organization, and has implications for the decision of whether to continue membership in the organization (Meyer et al., 1991). The three component of organizational commitment are:

- **Affective Commitment:** wants to stay with the organization and feels emotionally attached.
- **Continuance Commitment:** needs to stay with the organization because the cost of leaving is too high.
- **Normative Commitment:** feels obligated to stay with the organization because it is the moral and right thing to do.

Organizational justice, especially procedural justice, has been found to show a strong relationship with organizational commitment.

### ***Research Findings on Organizational Outcomes***

Based on data from 36 employees working at all levels in a manufacturing plant, Konovsky, Folger, and Cropanzano (1987) found that the variance in organizational commitment was uniquely associated with procedural justice, and with job satisfaction (cited in Martin and Bennett, 1996).

Research studies have shown transformational leadership positively related to job satisfaction, organizational commitment, and performance in both the West and in Syria (Walumbwa et al., 2004; Walumbwa et al., 2005; Dumdum et al., 2002; Emery et al. (2007); Abas, 2008).

Although transactional leadership tends to be the most frequently used leadership approach in industry (Yammarino and Bass, 1990), no significant relationship was demonstrated between transactional leadership style and job satisfaction in staff nurses (Medley and Larochelle, 1995) and sales setting management (Dubinsky, 1998). Also no significant relationship was demonstrated between transactional leadership and organizational commitment in the studied organizations. Abas (2008).

Research findings have also confirmed that transformational leadership is more highly related to perceived satisfaction and effectiveness than is transactional leadership (Bass et al., 1987; Yammarino and Bass, 1990).

### ***Organizational Outcomes in Non-Western Societies***

Although the above discussed relationships between organizational justice and various outcomes are primarily based on studies conducted in the U.S. context, there have been studies in other cultural contexts supporting these relationships. For instance, Fields, Pang, and Chiu (2000) found that similar to previous U.S. studies, employees' perception of distributive and procedural justice also predicted their job satisfaction, intent to stay, and evaluation of supervisors among Hong Kong participants. Similarly, Fong and Shaffer (2003) found that distributive and procedural justice were significant determinants of employees' pay satisfaction in both Hong Kong and U.S. samples.

In Syrian organizations, according to Abas (2008), individuals tend to treat other people with whom they have good relationships more favourably than those with who do not have such a good relationship.

These studies suggest that the effects of organizational justice on these outcome variables are generalizeable across different cultures. However, cultural differences may still influence the strength of these effects. In Fong and Shaffer's (2003) study, they found that when interactional justice was low, the U.S. participants were even less satisfied with pay raise/administration than Hong Kong participants. They explained this difference in terms of power distance of the two cultures. In a high power distance culture, like Hong Kong, employees more readily accepted that their supervisors were less caring, and therefore, their reaction to perceived interactional justice would be less striking (Fong et al., 2003). Fields et al.'s (2000) study also found although procedural and distributive justice predicted Hong Kong employees' job satisfaction, intent to stay, and evaluation of supervisors, there were different results compared with previous U.S. studies. Clearly, culture may moderate the relationship between organizational justice and outcome variables.

Abu Elanain (2010) stated that "Consistent with Western studies, the study revealed that procedural justice was more strongly related to organizational commitment than distributive justice. Contrary to Western literature, the study showed that procedural justice was more strongly related to job satisfaction than distributive justice".



Suliman (2007), in a study of organizations in the UAE, examined the impact of organizational justice on employees' satisfaction and performance. The study revealed that organizational justice plays a significant role in influencing employees' satisfaction and performance. This study is also the only one in the non-Western literature which tested the mediating role of satisfaction in the justice-performance relationship among employees in UAE. It found only a partial mediating role for job satisfaction regarding the relationship between justice and performance (Suliman, 2007).

Abu Elanain (2010), also examining organizations in the UAE, stated that “the role of some variables as mediators in influencing the relationship between justice and work outcomes has not been addressed adequately, particularly in the non-Western context”. His study also noted that the role of job satisfaction as a mediator in the relationship between organizational justice and work outcomes has not been addressed adequately, particularly in the non-Western literature.

In this research we will examine the impact of the procedural, distributive and interactional justice in six Syrian organizations on job satisfaction and on organizational commitment.

## **2.6. Concluding Remarks on the Literature Review**

As a conclusion, according to Duke (1998), Kivimaki, (2003), Yamaguchi, (2005), Pillai and Williams (1996) argues that transformational leadership has a great effect on procedural justice and interactional justice, while Eberlin and Tatum (2008) demonstrated the great effect of Transactional leadership on distributive justice.

### **2.6.1. A Lack of Literature**

The literature review shows some merit in the association between leadership style, organizational justice and organizational outcomes. However, the literature has posited only tenuous observations regarding the perceptions of employees. All the literature is focused only on what different levels of employees feel about leadership and the organizational justice.

Avolio et al. (2004) mentioned that the mechanisms and processes by which transformational leaders exert their influence on their followers' motivation and performance have not been

adequately addressed in the literature (Bono & Judge, 2003; Yukl, 2002). Clearly, there is a need for greater attention to be paid to understanding the mechanisms and processes through which transformational leadership influences work-related attitudes such as employee commitment in order to develop a more complete understanding of the inner workings of transformational leadership (Bass, 1999).

In Syria, Abas' study (2008) found that transformational leadership influences organizational commitment in public and private sector organizations. However, he recommends further studies examining other factors which influence organizational commitment. He also added that further study of the relationship between transformational leadership style and organizational outcomes in Syria is necessary.

The literature review relates largely to organizational justice in developed countries where human rights, social justice and empowerment of minority groups take precedence. Developing countries, including Syria, have very few job opportunities and those people who manage to find employment are thankful. Organizational justice extends to uniform deprivation for all classes of employees (Albirini, 2006).

Another important factor that is missing from the literature is an assessment of how the interaction between leadership and organizational justice shapes operational processes. An organization has a number of business processes, some of which such as billing duty, inventory and stores management, despatch, assembly and others become routine and would not require high level of skills. Organizational justice suggests fair treatment in rewards and wages and the literature has not revealed how the interaction between organization justice and leadership helps transform these processes. There are also other processes such as marketing and design where the business process has to be constantly optimised. While this relates to the broad field of HRM policies, job satisfaction and matching skills to the work profile, perceptions of being wronged and victimised can occur. A co-relation of how leadership and organizational justice can influence, shape and enhance operational processes is required and this can be done best by using a case study approach, as set out in this study for six organizations in Syria.

The final comment about attempting to link organizational justice and leadership style is that a scope and a boundary set have to be defined. The leadership style sets the general framework for employee well-being and satisfaction. By attempting to link the leadership



style to organizational commitment, we shall endeavour to further investigate organizational factors previously under-researched in the general literature.

## **2.7. Developing Research Hypotheses and Analytical Models**

What now follows is a discussion concerning the various hypotheses and models to be tested in the course of the study.

### **2.7.1. Organizational Justice**

The first three hypotheses deal with the relationship between styles of leadership and organizational justice. Nogodo (2008) mentioned “Studies (Avolio, Zhu, et al., 2004; Pillai et al., 1999; Walumbwa & Lawler, 2003; Zhu et al., 2005) have demonstrated that procedural justice plays crucial roles in the functions of transformational leaders. Transformational leadership essentially involves empowerment of subordinates by leaders. Empowerment implies allowing members of the organization a voice in the decision-making process”. Whilst Pillai and Williams (1996) suggest that there is a positive relationship between transformational leadership and both procedural and interactional justice.

According to Pillai et al., 1999, Under transactional leadership, we find that subordinates are more interested in the justice of rewards they get instead of the justice of the procedures employed in determining those rewards, and this is because their relationship with their leaders depends on the returns they receive for the achievement of goals, therefore transactional leadership has an impact on distributive justice

Hence, in our Syrian case study, we would expect:

- *H1: transformational leadership to be positively related to procedural justice.*
- *H2: transformational leadership to be positively related to interactional justice.*
- *H3: transactional leadership to be positively related to distributive justice*

The next hypothesis examines organizational justice in relationship to a particular aspect of organizational outcomes, namely job satisfaction. Thus, researchers such as Pillai and Williams (1996), Colquitt et al., (2001), McFarlin& Sweeney, (1992); Mossholder, Bennett,

& Martin, (1998) Fields, Pang, and Chiu (2000), all mentioned that organizational justice (distributive, interactional, and procedural) effects job satisfaction.

Hence the next hypothesis examines the impact of organizational justice on job satisfaction in the Syrian case study and suggests a positive relationship between all three modes of organizational justice and job satisfaction.

- *H4: distributive, procedural and interactional justice are positively related to job satisfaction*

### **2.7.2. Organizational Justice as a Mediate Variable**

Most previous research has focused on exploring the relationship between leadership and organizational justice, on the one hand (Pillai and Williams, 1996), or between organizational justice and job satisfaction, on the other hand (Colquitt et al., 2001). The current study, however, seeks in addition to pinpoint the effect of organizational justice as a mediate variable between the leadership and job satisfaction. Hence this research will test the following hypotheses in the Syrian context.

- *H5: transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.*
- *H6: transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.*
- *H7: transactional leadership has an on job satisfaction through distributive justice as a mediate variable.*

### **2.7.3. Job Satisfaction as a Mediate Variable**

Martin and Bennett (1996) found that job satisfaction affects organizational commitment; while it has been explained earlier the relationship between organizational justice and job satisfaction, this study will assume that job satisfaction could be a mediate variable between organizational justice and organizational commitment.



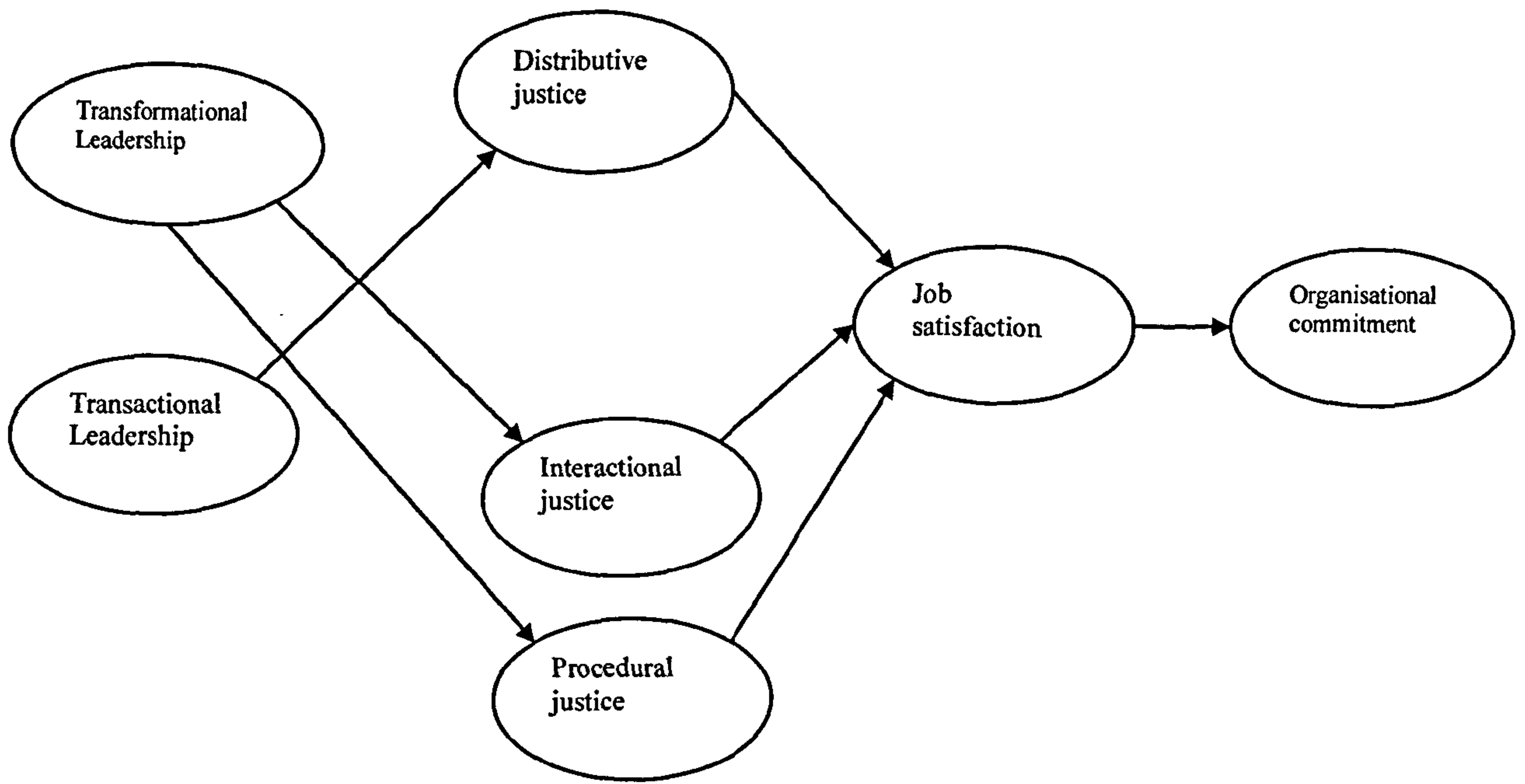
Indeed, Abu Elanain's (2010) study for UAE showed that job satisfaction partially mediates the influence of both distributive and procedural justice on organizational commitment and turnover intention. The study also revealed that employees who perceive both distributive and procedural justice positively are more likely to enjoy higher levels of job satisfaction, which in turn lead to higher levels of organizational commitment and lower levels of turnover intention. And he also suggests that:

“Future replications and extensions in different parts of the region to circumscribe the generalizability and applicability of findings reported here. These replications will reach more general conclusions about the nature of justice-work outcomes relationships and will help in making cross-cultural comparisons”. (Abu Elanain, 2010).

In light of what has been mentioned above, three hypotheses need to be examined in our research:

- *H8: distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.*
- *H9: procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.*
- *H10: interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

The following model explains these relationships in terms of hypothesis 1 – 10



**Figure 2.3 Model One Main Model**

#### **2.7.4. Organizational Commitment**

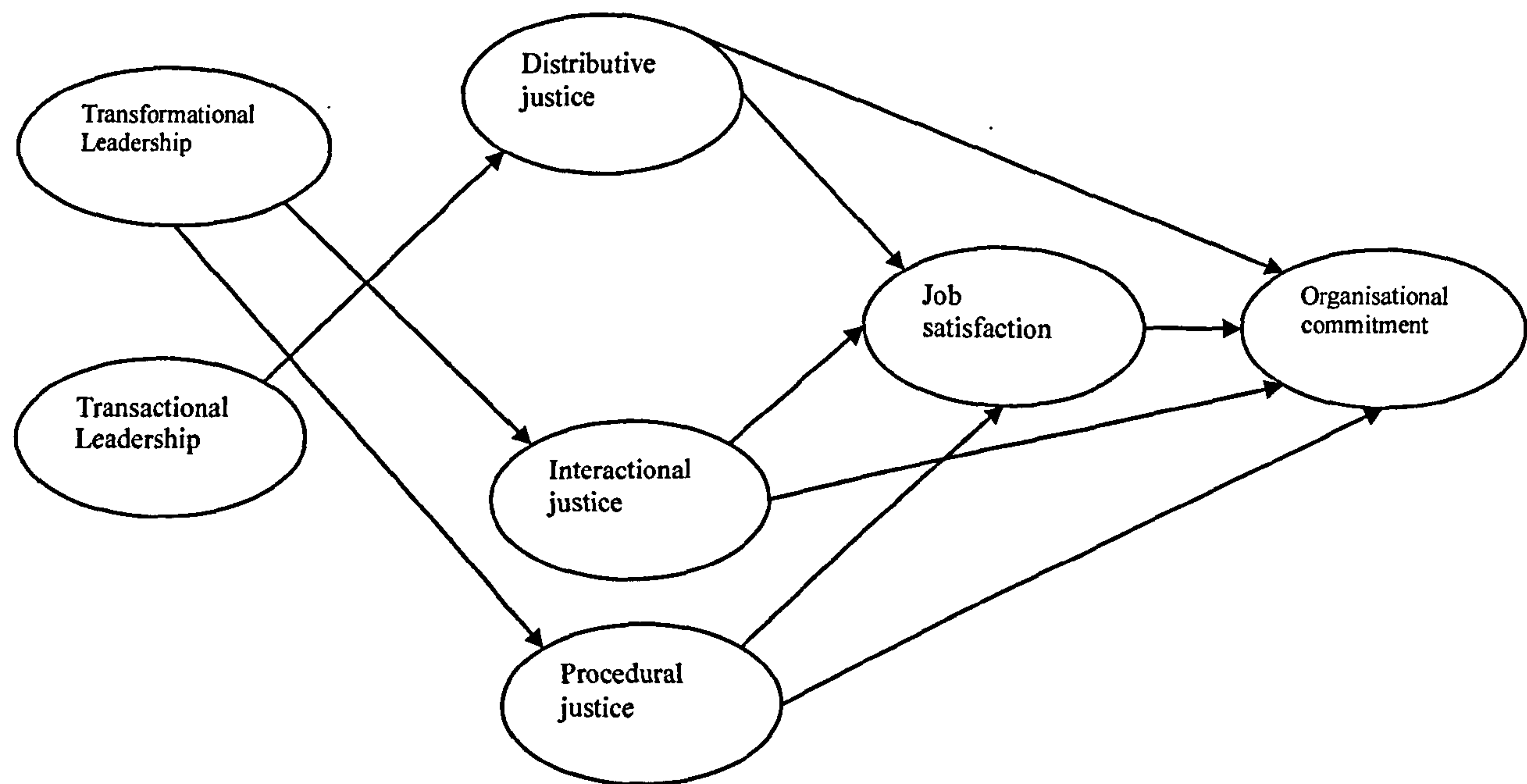
According to Meyer and Allen (1991) as well as Konovsky, Folger, and Cropanzano (1987) distributive, interactional, and procedural justice all have an effect on organizational commitment.

Model two examines the direct relation between the distributional, procedural, and interactional justice, on the one hand, and between the organizational commitments, on the other hand.

- *H11: procedural, distributive and interactional justices are positively related to organizational commitment.*



This hypothesis is reflected in Model Two



*Figure 2.4 Model Two*

**2.7.5. Leadership and Organizational Outcomes**

Organizational outcomes cover a wide range of possible reactions to organizational procedures. The most relevant of these have been helpfully divided by Greenberg (2005) into: the good, referring to high performance and compliance; the bad, exemplified by high turnover and absenteeism; and the ugly, which can include violence and other counter-productive work behaviours.

In terms of the good, the results for the study undertaken by Emery et al. (2007) indicate that the transformational factors of charisma, intellectual stimulation, and individual consideration are more highly correlated with job satisfaction and organizational commitment than the transactional factors of contingency reward and management- by-exception.

Yousef (2000) investigated the relationship between leadership behaviour and the work outcomes of job satisfaction and job performance in the UAE. Results revealed that employees who perceive their managers as adopting consultative or participative leadership

behaviour are more committed to their organizations, more satisfied with their jobs and higher in their performance.

Research studies have shown transformational leadership positively related to organizational commitment (Walumbwa et al., 2004; Walumbwa et al., 2005; Dumdum et al., 2002; Emery et al. (2007); Abas, 2008).

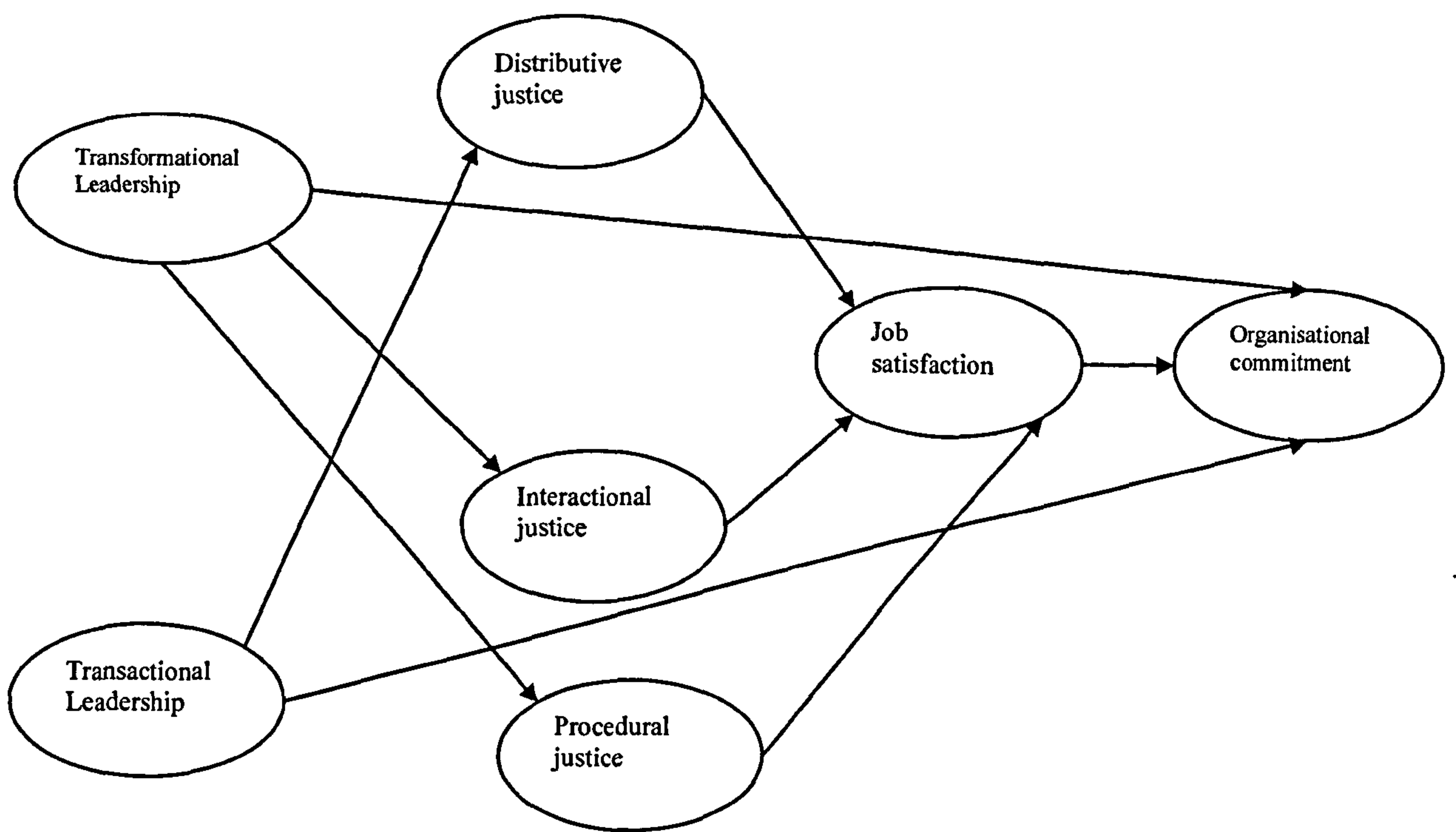
Abas (2008) found that the relationship between transactional leadership and organizational commitment is not significant, while a study on Malaysian employees conducted by Marmaya et al. (2010) mentioned that the result shows that Malaysian employees to be more committed with transformational than transactional which is in line with Sabri (2005) study, and the correlation analysis shows that transformational and transactional leadership style is related to employees' organizational commitment.

The research review indicates that leadership style has a positive effect on the motivation of employees and increased job satisfaction. More research must be conducted in areas with different cultural practices, including Syria, to improve the validity of the concepts and broaden the scope of the current literature.

Model three examines the direct relation between the two types of leadership (transactional and Transformational) on the one hand, and between the organizational commitments, In order to understand whether this relation could improve the quality of homogeneity of the model one or not.

- *H12: Transformational leadership is positively related to organizational commitment.*
- *H13: Transactional leadership is positively related to organizational commitment.*

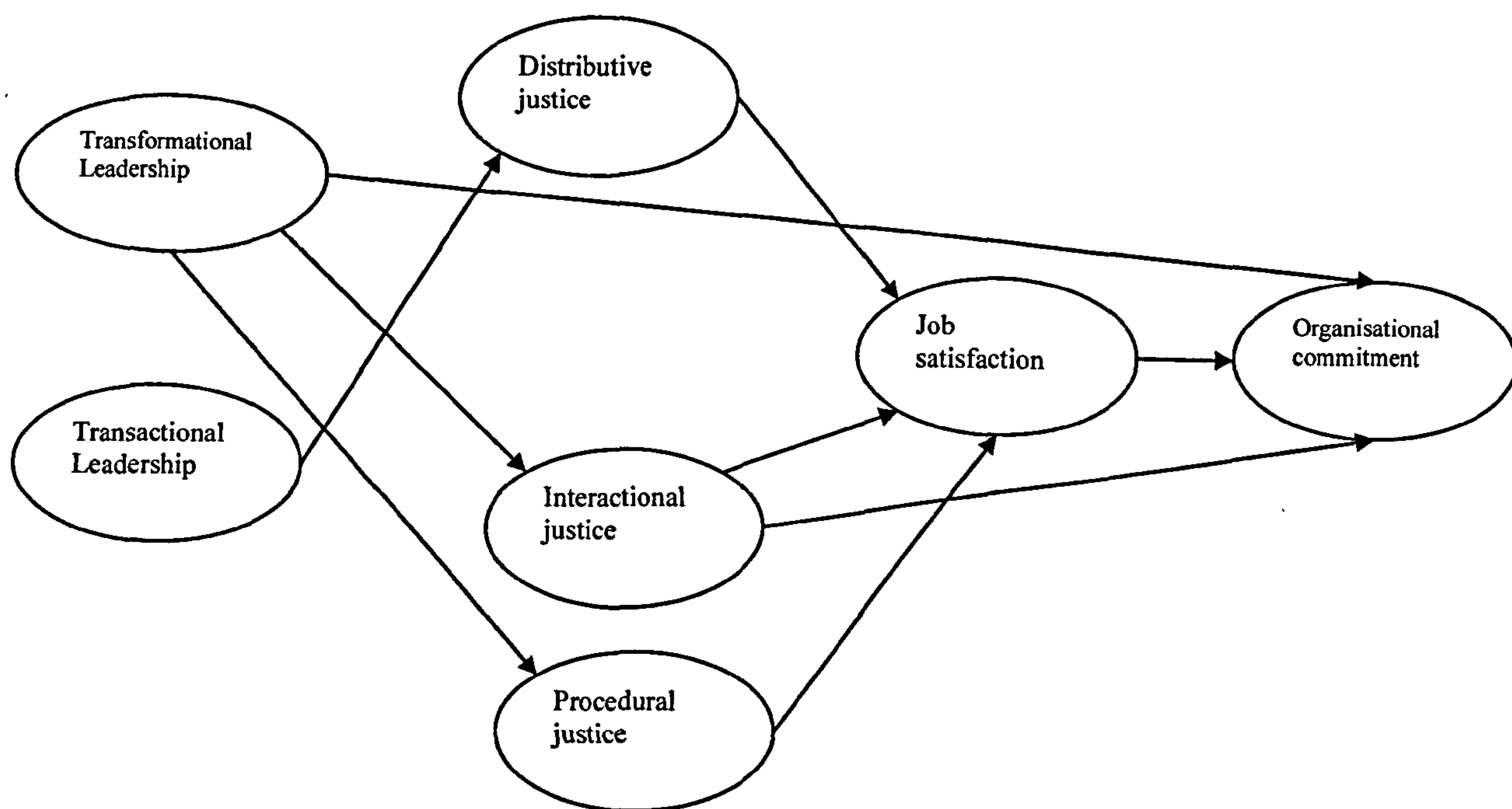




*Figure 2.5 Model Three*

### **2.7.6. A Unifying Model**

Model four seeks to test the direct relationship between transformational leadership and interactional justice on the one hand, and the organizational commitment on the other hand, as well as a direct relationship between transformational leadership and organizational commitment, thereby leading to tangible improvement in the quality of the model's homogeneity and inclusiveness.



**Figure 2.6 Model Four**

This final model will be used as a basis for the analytical framework for the study on organizations in Syria as it encompasses all the required variables; in addition, it also helps to clarify and illustrate the final hypothesis to be tested in the present study.

- *H14: transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable.*

## 2.8. Concluding Remarks

The exposure of Syrian private companies to the global market has focused attention on the role and importance of leaders in private companies. There is an increasing need for greater commitment from employees and new leadership styles to keep pace with growing competition. Scholars in the West have identified transformational leadership as a key stage in improving organizational outcomes (Bass, 1985; Bass and Avolio 1990; Podsakoff et al.,



1990; Pillai et al., 1999) and evidence suggests that this is the next important era in Syrian leadership (Hodson et al., 2008; Moe, 2007; Abas, 2008).

The review has examined the effects of transformational and transactional leadership on organizational justice and on employees and the findings indicates that the transformational and transactional leadership has the potential to encourage greater employee participation. Syria is a country that needs well-educated professionals to build the nation and it currently faces a brain drain when western educated citizens prefer to take up work in foreign countries. After briefly defining the two leadership styles and examining organization justice, the main conclusions are:

- There is a direct and significant relationship between the leadership styles and the three forms of organizational justice (procedural, distributive and interactional).
- Transformational leadership style has a positive effect on the motivation of employees and increased job satisfaction and organizational commitment.
- A positive relationship also exists between organizational justice, employee satisfaction and organizational commitment. A rational and just organization fosters the culture of happy and motivated employees and this result in increased organizational commitment.
- Leadership and organizational behaviour principals vary throughout countries and organizations. There is currently a lack of sufficient research on organizational justice, styles of leadership and organizational outcomes in the Middle East.

This present study seeks to address such shortcomings in the literature by investigating the relationship between leadership style, organizational justice and organizational outcomes in Syria in more depth, and so provide further basis for understanding how employees feel about their organization and the leadership styles within those organizations. It is hoped that such research could be of use to managers and practitioners in the field.

## **CHAPTER THREE: Research Methodology**

### **3.1. Introduction**

This chapter discusses the methodology, which will be followed in pursuing this research. The first section discusses the epistemological issues related to this study. The second section discusses strengths and weaknesses of the particular approach that is applicable for this research and the third section outlines the reason for choosing the organizations that form the case studies. The fourth section describes the method of data collection and the method of data analysis. The fifth section discusses the measurement. The sixth section assesses the research quality. The seventh section discusses the research ethics.

The main purpose of this study is to examine, evaluate, and understand the relationship between leadership practices; organizational justice and organizational outcomes in six different Syrian organizations and to better understand how Syrian organizational culture affects the three variables leadership, justice and outcomes.

Specifically this research will assess how organizational justice (distributive, procedural and interactional) mediates between leadership (transformational and transactional) and organizational outcomes (job satisfaction and organizational commitment) in the cultural context of Syrian organizations, and how all these variable leadership, organizational justice and job satisfaction affects organizational commitment in the studied organizations.

### **3.2. The Epistemological Issues**

According to Weber (2004) Positivists try to build knowledge of a reality that exists beyond the human mind. They believe that human experience of the world reflects an objective, independent reality and that this reality provides the foundation for human knowledge. On the other hand, interpretivists recognize that the knowledge they build reflects their particular goals, culture, experience and history. They intentionally constitute knowledge. In other words, they try to make sense of the world, recognizing their sense-making activities occur within the framework of their life-worlds and the particular goals they have for their work. Knowledge is built through social construction of the world.



Bryman (1988) in his book “Quantity and Quality in Social Research” stated that positivism believes that: “only those phenomena which are observable, in the senses of being amenable to the senses, can validly be warranted as knowledge” and Rayman-Bacchus (2005) added “Positivism is the dominant epistemological paradigm in the western tradition, wherein knowledge is regarded as objective, measurable, comprising law like relationships”. Positivism prescribes the methods and procedures used in natural science because of the belief that valid knowledge can only be accumulated from observable facts and rather than from feelings or experiences.

Positivism is the dominant epistemological paradigm in Middle Eastern tradition as exemplified by the dominance of surveys in organizational studies in the Middle East as (Abas, 2008, Abu elAnain, 2010, Yousef, 2000, and Suliman, 2007). Similarly the study of leadership, organizational justice and organizational outcomes has been dominated by positivism (Pillai et al., 1999, Korsgaard et al., 1995, Abas, 2008, Abu Elanain, 2010, Yousef, 2000, and Suliman, 2007).

In contrast with the Middle East researchers in the West seem more ready to approach organizational studies from an interpretive perspective, where according to Rayman-Bacchus (2005) “Knowledge is subjective and socially constructed”. Further, Bryman (1988) mentioned that interpretivism has been increasingly adopted because of the growing disillusionment amongst the researchers with the products of positivism and as a result of the increasing use of self reflection engendered by the interest shown in the writing of philosophers of science.

According to Rayman-Bacchus (2005) from an interpretivist view, positivism is not appropriate to the study of society because its methods tend to produce superficial data that physically separates researchers from the field (Bryman, 1988). We can argue that qualitative researchers attach greater importance on how knowledge is acquired and especially on the influence of culture and human behaviour upon the groups being studied.

From the above it seems that positivism and interpretivism are competing perspectives though they are more accurately two extremes on a continuum. As Bryman (1988) notes, both traditions can be found coexisting in particular substantive areas in the social science and that the two research traditions can be viewed as contributing to our understanding of different aspect of the phenomenon in question.

This research draws on both traditions. It seeks to test hypothesised relationships between leadership, forms of organisation and organisational outcomes, located in the cultural context of Syria, using a positivist approach. Yet, this study also seeks to understand the subjective assessments of the subjects of the research, thereby using an interpretivist approach.

### 3.3. Research Approach

This section presents an overall structure of research design, highlighting the differences between approaches and methods in terms of positivist and interpretivist positions, and the proposed mixed approach employed. Here will also be found a justification for the use of a combined approach, and the use of a pilot study as a precursor to part of the main study.

#### Structure of chosen research design

Particular epistemological perspectives legitimise differing broad approaches or strategies which in turn prescribe particular methods or techniques of data collection (Fig. 3.1)

Paradigm/Epistemology	Research Approach or Methodology	Method/Technique
Purpose of research, what counts as knowledge	The general approach, consistent with a paradigm	Specific techniques within the general approach
Positivist/Empericist	Survey	Questionnaires
Interpretivist	Naturalistic, e.g. ethnograhpy	Observation, Interviews,
	Case study	Accounts, episodes, events

*Figure 3.1 Research Design: An overview*

In terms of positivism appropriate research strategies include experimentation and surveys, while naturalistic research strategies, such ethnography, draw legitimacy from the interpretivist perspective.



The selection of research strategy and method of data collection is guided by the research problem, question, or hypothesis (Leedy & Ormrod, 2005). This view is reinforced by Tashakkori and Teddlie (1998) who assert that the precise research purpose and question determines the design of the study, the data collection approach, and the analysis method. A positivist philosophy posits cause and effect relationships, examinable through hypothesis and theory testing, and statistical analysis. According to Newman and Benz (1998), the research question must be considered first, the accessibility of the data second, and third whether the data are quantified according to the design of the study.

A review of the literature revealed the survey method as the most common strategy of to collecting data in studies of leadership in organisations, particularly in the Middle East. Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985) and revised and updated by Bass and Avolio (1995; 2000) is the most widely used measurement instrument in leadership-related studies.

In light of these observations, this study adopted a combination strategy of case study and survey. A case study is a method that allows the opportunity "to understand a real-life phenomenon in depth" (Yin, 2009). Case study is used to make sense of the cultural and organisational context, the significance that the study will examine Syrian culture and six organisations across three different sectors. The methods of data collection to create each case study will be described below. In addition a survey of staff within each of the organisations will provide the data to examine the relationships of interest to this study: leadership, organisational justice and organisational outcomes. A Survey allows the researcher to quantify variables and the research results can be assessed for statistical reliability. The practice of using a mixed-methods research design became more common over the past couple of decades across multiple disciplines and has been used increasingly in both private and public-sector projects (Creswell, 2003).

### *Pilot study*

A pilot test was carried out to test the chose questionnaire for this research and to ensure the reliability of the measurement instrument in the setting of the referent organization; a pilot study will be conducted. In this respect, the survey instrument administered to more than 100 participants from the six Syrian organizations (our case study) and we got 77 answers. The participants included managers, supervisors, and subordinates. Results indicated internal consistency of responses. According to Gale Group, Inc. (2002) Encyclopedia of Public

Health Information about pilot study, a pilot study is a small-scale methodological test intended to ensure that proposed methods and procedures would work in practice before being applied in a large, expensive investigation. Besides, based on the general impressions, reactions, and results of the pilot study; there might be an opportunity to make adjustments and revisions to the survey instrument before undertaking the large study.

The results of the pilot study are available in the appendix five.

### **3.4. Research Sampling**

According to Leedy and Ormrod (2005), the sample is chosen by simple random selection in such a way that every member of the study population has an equal chance of being selected. Utts (1999) stated that to actually produce a simple random sample, researchers need only two things. My sampling method is a combination of purposive and stratified. As a survey, in this study the sample included leaders/managers, supervisors, and subordinates. It is the belief of the researcher that obtaining perspectives from across all sections of the organization is more representative of the entire population than obtaining the perspectives of only one level of the organizational hierarchy. According to Patton (1990), in the end, validity, meaning, and insights generated from the inquiry have more to do with the quality of the sample and its potential information richness and the observation and analytical capabilities of the researcher than with sample size.

### **3.5. Methods of Data Collection**

#### ***3.5.1. Selection of Case Studies***

This study seeks to offer new understanding of Syrian leadership. This requires choosing organisations that allow some insight to both the context (national/regional and organisational), and to approaches to leadership of organisations. Diversity of organisation type will provide the opportunity to observe both similarities and differences. Diversity will be achieved examining behaviour in the following kinds of organizations:



- a. Differing technological sectors [providing a mix of knowledge intensive and labour intensive work environments]
- b. of differing ages [reflecting the time before and after the current President began to open Syria to foreign trade and managerial expertise]
- c. Traditional Syrian [older] firms and firms reflecting exposure to foreign managerial ideas;
- d. Firms of differing sizes [leadership issues should differ]
- e. Differing forms of organisational complexity [reflecting size and technological complexity, number of levels of management, number of offices]
- f. Degree of formality – informality [existence or not of policies, procedures]

Six firms were chosen because they represented this diversity. They are spread across three sectors (two selected from each sector): Education and Training; print publishing; and engineering.

The following tables give summary details of the six organizations chosen for this study.

Name	Age years	Type of business & Technology	Type	Number of Employees
Techno Lead	7	Engineering Services	Modern	96
Mamoun private University	6	Education	Modern	210
Aldaleel newspaper	10	Publisher & Media	Modern	107
International Business centre	55	Engineering Service	Traditional	195
MIC	35	Education	Traditional	102
Dar Al-Fikr	53	Publisher	Traditional	73

*Table 3.1 Overview about the organizations of the case study*

The web links of the six organizations are:

- Technolead: [www.technolead.com](http://www.technolead.com)
- Mamoun University for science and technology: [www.must.edu.sy](http://www.must.edu.sy)

- Aldaleel: [www.aldaleelweb.com](http://www.aldaleelweb.com)
- IBC international business center: [www.ibc-power.com](http://www.ibc-power.com)
- MIC: [www.mamoun-mic.com](http://www.mamoun-mic.com)
- Dar alfikr: [www.fikr.com](http://www.fikr.com)

### ***3.5.2 Qualitative approach***

The purpose of this qualitative phenomenological inquiry was to explore the perceived effects of leadership and organizational justice on organizational commitment in several Syrian organizations. Eighteen interviews were conducted to add weight to the findings from the survey results. While interviewing participants (six general managers, and twelve employees) explanations concerning the meaning of leadership, organizational justice, job satisfaction and organizational commitment were provided to them when required. Such descriptions helped participants to reflect on the situation they faced in their businesses prior to responding to the interview questions about their lived experiences.

The unstructured interview questions for the inquiry are open-ended and are designed to explicitly answer the core research questions. The samples were selected to cover high, medium and low level, interviews with general managers, supervisors and operators.

For the case study element this study will carry out 18 interviews, approximately three within each organisation, capturing views throughout the hierarchy. This qualitative data will be combined with observations of signs and symbolism (Semiotics) and text analyses to build rich descriptions of the cultural and organisational context.

### **Interviews**

According to Saunders et al. (2007), there are three types of interviews: structured, semi-structured and in-depth interviews. Structured interviews are based on predetermined and standardised questionnaires. They are used to collect quantifiable data and they are also called ‘quantitative research interviews’. On the other hand, the other two forms of interviews, semi-structured and in-depth, are non-standardised and they are sometimes referred to as ‘qualitative research interviews’. In semi-structured interviews the researcher uses a list of themes and questions that may vary (amended or deleted) from one interview to another. The changes of the interview questions are related to the organizational context and its relationship with the search topic. Unstructured interviews are considered ‘informal’ and



used to explore thoroughly a specific field in general, and they are sometimes referred to as ‘in-depth interviews’.

The study was conducted using unstructured interviews with open-ended questions (Creswell, 2005; Moustakas, 1994)). An interviewer has a considerable amount of control during an unstructured interview process and can ask specific questions to elicit information, which may serve as an advantage for exploring the phenomenon. An unstructured interview occurs when open-ended questions are asked of participants and the answers recorded.

Creswell (2005) and Moustakas (1994) identified three advantages of using the unstructured interview process: 1- data can be observed and collected, 2- participants can be encouraged to describe detailed personal information, and 3- questions that elicit specific information can be asked. An unstructured interview method was used in the inquiry because the unstructured interview method helped guide the discussion with open-ended questions but did not hamper the ability of participants to generate meaningful responses (Creswell, 2008; Moustakas, 1994). Moustakas (1994) concluded that unstructured interviews helped to reveal the essence of the phenomenon as perceived by participants.

### **Interview Questions**

Qualitative research questions are general questions answered by the inquiry (Creswell, 2005; Moustakas, 1994). Creswell and Moustakas suggested it was important that qualitative research questions enquire about: 1- the central phenomenon (process or issue), 2- the participants, and 3- the study site. Creswell and Moustakas also suggested that qualitative research questions emerge during the course of the research and reflect participants’ views of the central phenomenon and the researcher’s deeper understanding of the phenomenon. The framework of themes to be explored is about leadership, organizational justice, job satisfaction and organizational commitment. The core research questions guiding the study are listed in appendix four.

### ***3.5.3 Quantitative approach***

The chosen instrument has already been used in studies in the United States and elsewhere using English as the language of communication. For this study of Syrian organizations

Arabic was the native language of the respondents. This raised a number of methodological issues, since the questionnaire had to be translated into Arabic.

Specific problems arising from the need to translate questionnaires are well known {Harkness and Schoua-Glusberg, 1998; Solano-Flores, Hurtado et al (2005) cited in *Measurement and Methods Core of the Center for Aging in Diverse Communities*, 'Annotated Bibliography' (2007)}. Solano-Flores, Hurtado et al. for example note that 'the translator's role is to produce a translated text that is accurate, grammatically correct, sensitive to regional variations and written at an appropriate reading level'. Moreover, to paraphrase Solano-Flores, Hurtado et al., 'the translator should be a native speaker of the target language, proficient in the reading the source language, experienced in translating documents and have experience within the field being studied'. In my study I used a professionally qualified translator who is a native Arabic speaker, has a university degree in Arabic linguistics and other in English linguistics. He has also lived in the USA for a while and has experience in translating business documents as well as academic work for Syrian universities.

A further issue relates to the problem of conveying factual information, ideas, emotion, attitudes. These can be cast as comprising semantic, conceptual and normative 'equivalence' challenges (Behling et al., 2000). Behling et al suggest it is not difficult to achieve *semantic* and *conceptual* equivalence of demographic questions in another language 'since the words and ideas are more general and commonly used'. However more abstract ideas may not be relevant in other cultures and these may be lost in translation. In addition, they argue that *normative* equivalence is more difficult to achieve since people of different cultures behave differently when asked to share personal information. Harkness and Schoua-Glusberg (1998) question the usefulness of 'equivalence' as a measure of translation quality and propose instead 'adequacy/appropriateness'.

The issue of equivalence was taken into account in this study but at the same time mindful of Harkness and Schoua-Glusberg suggestion that 'adequacy/appropriateness' is important. The first step was a process of discussion between me as researcher and the translator, especially on matters of conceptual and normative equivalence.

The second step involved using an initial translation of the questionnaire in a pilot study in order to resolve semantic and conceptual issues.



Thirdly, the experience gained from the pilot study lead to me revising the questionnaire in order to take into account some of the semantic and conceptual issues that emerged in the course of testing the questionnaire in the pilot study.

Two examples of how this process helped develop good quality translations:

A

Original English text: *I would be very happy to spend the rest of my career with this organization*

Arabic translation of this: سيكون سروري عظيما إن قضيت حياتي الحرفية (أو المهنية) في هذه المنظمة

Through discussion with the translator I added some further explanation to the Arabic version (between the brackets) to make the question more clear to the respondents.

When translated back into English: *My pleasure will be great to spend my career life in this organization.*

When translating it is possible to use a variety of words, so that this might result in the second translation (back into English) being a little different from the original English. Through discussion with the translator we agreed that the meaning conveyed by the original text was not lost in translation.

B

Original English test: *Job decisions are made by my supervisor in an unbiased manner*

Arabic translation of this: مشرفي يتخذ القرارات بتجرد (أو بلا انحياز)

Through discussion with the translator I added some further explanation to the Arabic version (between the brackets) to make the question more clear to the respondents.

When translated back into English: *Job decisions are made by my supervisor in an unbiased manner*

Through discussion with the translator we agreed that the meaning conveyed by the original text was not lost in translation.

This three step process is similar in some respect to the five step process described by Forsyth et al (2006). The authors detail a five step approach in which translation, evaluation and review are key features.

To sum up, this study sought to overcome the problems of translations through the use of a process involving a qualified and experienced translator, discussion and dialogue between researcher and translator, the use of a pilot study, and evaluation and review of the initial questionnaire. In this manner adequacy of semantic, conceptual and normative equivalence were addressed at the same time as purely linguistic issues.

The survey element this study will also employ the MLQ 5X-Short (rater form) questionnaire. This instrument offers two advantages: it is a tested instrument having been widely used in leadership and organisational studies, using this instrument will allow closer comparison with existing research.

A further issue in quantitative research involves the selection of a sample. There are differing types of sampling methods. This study employs a combination of purposive and cross-sectional sampling, involving selecting organisations in different contexts. The samples were selected to cover all full time employees from high to low level. Questionnaires will be sent to approximately 780 people working on the six organisations. Issues raised by the sampling procedure are discussed in the next section.

## **Data Collection**

The researcher sought and secured permission to conduct the study at the referred organizations. Following positive outcomes from the pilot study, the main study process was initiated. The primary contact official of the target organization was contacted about the main study. Arrangement was made for the survey materials to be forwarded for distribution to participants. The survey instrument consists of several parts. Part one is the researcher's own developed demographic survey, part two is an organizational commitment survey, part three is a job satisfaction survey, part four is the MLQ 5X Short (Rater Form), part five is an organizational justice survey.



The survey instrument was distributed to 780 randomly selected members of the chosen organizations. Out of the 780 surveyed, 502 respondents completed and returned their questionnaires making a 64% return rate. A few of the completed forms had one or two missing items. These items were primarily of demographic nature as such, did not affect the quality of the completed questionnaire. Therefore, all the returned completed questionnaires were included in data processing and analysis.

## **Data Analysis**

The literature suggests that once study data have been collected, regardless of the research methodology utilized, they must be organized, managed, and analyzed in order to understand whether any correlations exist (Simon & Francis, 2001). In this respect, both descriptive and inferential statistical techniques were utilized in this study.

Descriptive statistics allow researchers to describe or summarize their data (Berenson & Levine, 1992).

Data such as the means, standard deviations, percentages, and frequency distributions were calculated from descriptive statistics. Inferential statistics allow researchers to make statistical inference, that is, draw conclusions about the data (Creech, 2007). In this respect, estimation statistics and hypothesis testing procedures were utilized.

Due to the measurement level of the data collected, Norusis (2002) reported that SPSS is a powerful statistical package that provides a range of correlation and regression tools and also gives details on the significance of the calculated values. This lends an objective approach to the data obtained through the sampling procedure. In light of these observations, this study used SPSS as the statistical tool of choice; a regression analysis was used to test the hypotheses.

To test the models of the study, According to Blunch (2008) a SEM structural equation modelling is usually done by going through the following steps:

1. Statement of research questions.
2. Formulation of a SEM model, which will answer the research questions.

3. Examination of whether the model can be estimated.

4. Data collection and estimation of the model.

5. Examination of computer output.

6. Acceptance or rejection of the model.

In this research the researcher followed the previous steps. The researcher depended on the method of Linear Structural Relations (LISREL), by using the statistical program Statistica.5.5. This method consists of two interrelated models: the first is known as Measurement Model, and the second as Structural Model, (Currivan, 1999). Through the Confirmatory Factor Analysis (CFA), the measurement model concentrates on the relations between the indexes (seen variables), and the theoretical concepts (latent variables), while the structural model concentrates on the assumed relations between the underlying variables (theoretical concepts), along with taking into consideration the measurement errors, and controlling the exogenous variables that may affect on the variables of the relations.

### **3.6. Measurement**

#### ***3.6.1. Measurement of Leadership***

Several instruments have been developed on the subject of leadership measurement. For instance, Kouzes and Posner (1988) developed their leadership Practices Inventory (LPI) through a grounded theory approach. According to the literature, the LPI measures practices of exemplary leadership within five topical areas including challenging the process, inspiring a shared vision, enabling others to act, modelling the way, and encouraging the heart as perceived by follower respondents.

Sashkin (1990) developed his leadership Behaviour Questionnaire (LBQ) from the earlier work of Parsons (1960) and Bennis (1984). The focus of the LBQ is on visionary leadership as a key element of effective organizational leadership, and Sashkin's visionary leadership uses questions in the three areas of personal characteristics, behavioural dimensions and context or situation. The theory is that leadership behaviour and contextual factors interact with each other and have an effect on each other. According to Hunt and Conger (1999) several research studies confirmed that transformational leadership has a greater and more positive impact on organizational performance than transactional leadership.



In spite of such confirmation, the previous models fell short in explaining a “full range” of leadership styles, ranging from the charismatic and inspirational leaders to the avoidant laissez-faire leaders (Avolio & Bass, 1988; Bass & Avolio, 1990). As a result, Bass and Avolio developed the full range model of leadership in order to broaden the range of leadership styles typically investigated in the field. It was labelled “full range” to challenge the field to broaden its thinking about what constitutes leadership (Bass & Avolio, 1995). According to Bass and Avolio (1994), although most attention was paid to charisma and inspirational leadership, it is still necessary to include a “full range” of leadership styles in models and measures.

#### **3.6.1.1. Rationale for Using Bass’s Model of Leadership**

Sosik (1997) put forth a strong argument in support for selecting Bass and Avolio MLQ model of leadership over other possible leadership frameworks for examining leadership styles. It is noted that the MLQ model incorporates a range of leadership styles (transformational, transactional, and laissez-faire), as opposed to other models that are uni-dimensional or portray a single leadership style.

Other researchers have validated the reliability of the (MLQ) instrument. Abas (2008); Pillai, Schriesheim, and Williams (1999). Since the MLQ in its most recent version (Form 5X-Short) contains a broader and fuller range of leadership styles with the most commonly employed measures of transformational and transactional leadership and widely used in theses and doctoral dissertations on the subject, it was the questionnaire instrument of choice for this study.

Furthermore, Avolio and Bass (1994) suggested that transformational leadership would be most highly correlated with effectiveness followed by transactional and non transactional styles of leadership, which when taken together, constituted the full range of leadership. The constructs comprising the full range leadership denote the types of leadership behaviour: transformational, transactional, and laissez-faire. These three leadership types are represented by nine distinct components. The most widely used survey instrument to assess these nine components of the full range leadership has been the MLQ (Hunt & Conger 1999; Yukl, 1999). It is noted that in its present form, the full range of leadership and the MLQ contains

nine components comprising of five transformational leadership factors, three transactional leadership factors, and one laissez-faire leadership factor.

#### **3.6.1.2. Multifactor Leadership Questionnaire**

Many studies using the MLQ instrument found the scales to be reliable and valid (Avolio, Bass, & Jung, 1995; Lowe, Kroek, & Sivasubramaniam, 1996). The literature describes reliability as ensuring that the instrument will be interpreted consistently by all respondents and will yield uniform results when used multiple times. Validity is described as a measure of how well the instrument factors measure what they are supposed to measure. Avolio et al., (1995) stated that MLQ has undergone several revisions in attempts to better measure the component factors while addressing concerns about its psychometric properties. The revisions of the original instrument led to the development and design of the current MLQ 5X-Short which contains 45 items. There are two versions of the MLQ 5X-Short: a) rater form and b) leader form. Some researchers use only one version of the MLQ while others use both versions in their data collection process (Antonakis, Cianciolo, & Sternberg, 2003; DeGroot, 2000; Lievens, Van Geit, & Coetsier, 1997). The rater form asks subordinates to judge the frequency with which their leader/manager/supervisor displays the behaviour the items ask. The leader form is a self-reporting form that asks target leaders to rate themselves on the basis of the leadership skills the items ask. According to DeGroot (2000) several studies asked leaders to rate themselves when in reality, subordinates are in a better position to assess the strengths and weaknesses of their leaders. He maintained that after all, the goal of effective leadership is increased positive results from subordinates and the resulting effects on desired organizational outcomes.

The developers claimed that the MLQ provides, in behavioural terms, a quantifiable measure of effective leadership. The current version of the MLQ 5X-Short offers a comprehensive survey instrument for measuring leadership styles which can be refined and improved upon in future research (Bass & Avolio, 2000).

The MLQ instrument will never account for all possible leadership dimensions. Regardless of any theoretical or measurement shortcomings that may be in debate, the current version of the MLQ 5X-Short is a valid and reliable instrument that can adequately measure the nine



components comprising the full range theory of leadership (Antonakis, Avolio, & Sivasubramaniam, 2003).

### ***3.6.2. Distributive Justice Measurement***

Perceptions of distributive justice will be measured with the Distributive Justice Index, developed by Price and Mueller (1986). This five-item scale measures the degree to which rewards received by employees are perceived to be related to performance inputs. Each item asks for the degree to which the respondent believes that he or she is fairly rewarded on the basis of some comparison with responsibilities, education and training, effort, stresses and strains of job, and performance. Items are re-worded to accommodate the use of a 5-point scale ranging from (1) "strongly disagree" to (5) "strongly agree".

### ***3.6.3. Procedural Justice Measurement and Interactional Justice Measurement***

Perceptions of procedural justice will be measured using 15 items developed by Niehoff and Moorman (1993), among the 15 items, six items were designed to measure the fairness of formal procedures (i.e., systematic justice) in the organization as revealed by procedures which promote consistency, bias suppression, accuracy, correctability, representativeness, and ethicality.

Nine items were designed to measure supervisor consideration of employee rights, treatment of employees with respect and kindness, and provision of explanations and justification for decisions (i.e., informational justice). Items for informational justice include questions that focus on the interpersonal behaviour of the supervisor. Overall, two factors of procedural justice will be measured: the fairness of the formal procedures used, and the fairness of the interactions that enacted those formal procedures.

### ***3.6.4. Job Satisfaction Measurement***

According to Greenberg and Baron (2008) the most common approach to measuring job satisfaction involves the use of questionnaire in which highly specialized rating scales are completed.

Minnesota satisfaction questionnaire (MSQ) is a widely used measure for job satisfaction. Weiss et al. (1967). Employees completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their jobs (their pay, chance for advancement) higher score reflects higher degree of job satisfaction.

Another popular instrument is the job descriptive index (JDI), which use a questionnaire in which people indicate whether or not each of several adjectives describe a particular aspect of their work. Smith et al. (1969).

JDI questionnaire deals with, the work, the pay, the promotions, the supervision and the employees. According to Stanton et al. (2002) many research shown that JDI is a highly effective measure of job satisfaction, also it is reliable and valid.

This research will use Minnesota satisfaction questionnaire (MSQ). The reason for using MSQ in this study is that MSQ offers several benefits such as it is easy to use and understand, and it also applicable to any organization and applicable for employees, supervisors, and managers.

### ***3.6.5. Organizational Commitment Measurement***

Many studies were performed as an attempt to check the extent of validity and reliability of the measurements of organizational commitments that are established by Porter et al. (1974), and Allen & Meyer (1984). In our research we will be using Allen & Meyer (1984). The reasons for doing so became most apparent at the stage of the pilot study; the pilot study results on reliability test revealed the (internal consistency) for each of Porter et al. measurement for organizational commitment, (which consists of fourteen items). Allen & Meyer's measurement of organizational commitment, consisting of seven items, as shown in table no. (1) in the appendix, demonstrated a much larger amount of reliability and internal consistency in the context of the Syrian environment, compared to Porter et al. Measurement. Thus, the value of Cronbach's Alpha Coefficient for the measurement of Allen & Meyer amounted (0.8638), as against (0.8233) for the measurement of Porter et al. Accordingly, the researcher opted to use Allen & Meyer' seven items for the measurement of organizational commitment in the current study.



### **Porter's et al. Organizational Commitment Questionnaire (OCQ)**

Constructed to measure employees' satisfaction and level of involvement in the organization, the Porter, Steers, Mowday, & Boulian (1974) OCQ is a 15-item instrument. An examination of the psychometric properties of the OCQ by Mowday, Steers, & Porter (1979) revealed internal consistency among the items, test-retest reliability, and evidence for the predictive validity of the instrument. However, the authors offered several cautions to users of the instrument. One was that respondents could easily manipulate the scores. Another was that the internal consistency of a 9-item scale was "generally equal to the full instrument" (Mowday, Steers, & Porter, 1979).

Comments by the authors caused concern about the OCQ's usefulness as a measure of organizational commitment. Also, the Porter, Steers, Mowday, & Boulian (1974) OCQ does not specify a clear delineation among the types of organizational commitment. For these reasons, the Meyer & Allen (1997) OCQ was selected as the measure of organizational commitment for this research.

### **Meyer & Allen's (1997) Organizational Commitment Questionnaire (OCQ)**

Meyer & Allen (1984) initially proposed making distinctions between two types of commitment: affective commitment and continuance commitment. Affective commitment denoted a sense of belonging and emotional attachment to the organization, whereas, continuance commitment emphasized the perceived costs of leaving the organization.

The Organizational Commitment Questionnaire (OCQ) is a self-scoring questionnaire. Responses to each of the 7 items are rated using a 5-point Likert scale with anchors labeled:

0 = strongly disagree, 1 = disagree, 2 = neither agree nor disagree, 3 = agree, 4 = strongly agree.

Several studies have examined the reliability (alphas) of the OCQ. Allen & Meyer (1984) reported .87 for affective, .75 for continuance. Dunham, Grube, & Castaneda (1994) found alpha ranges of .74 to .87 for affective, .73 to .81 for continuance, and .67 to .78. Cohen (1996) discovered alphas of .79 for affective, .69 for continuance.

### **3.7. Assessing Research Quality**

In this section I discuss and clarify methods chosen for data collection, the validity and reliability of the data collected, as well as, the ethical approach used in do so.

**Reliability and validity.** Methods used in collecting data involved printed survey questions translated from English to Arabic with the help of an Arabic linguist to insure understandability and accuracy of the Multifactor Leadership questionnaire, Organizational Justice questionnaire, Job Satisfaction questionnaire and Organization Commitment questionnaire. I have also examine the validity and reliability of all questionnaires in the pilot study using samples from six different Syrian firms which were analyzed using statistical package for social science (SPSS).

A set of five different questionnaires were used in each of the six chosen organizations. These questionnaires are largely based on those questionnaires devised by previous researchers; such as Bass and Avolio (1995) the multifactor leadership questionnaire, Allen & Meyer (1984) Measurement for the Organizational Commitment, Weiss et al. (1967) Minnesota satisfaction questionnaire (MSQ), procedural justice and interactional justice developed by Niehoff and Moorman (1993), and Distributive Justice Index developed by Price and Mueller (1986). Thus, the questionnaires used for this study are based on measures that have already been tested and validated by a number of other researchers.

To insure data collection accuracy I visited all six Syrian firms and talked on the subject of Leadership and Organizational Justice and outcomes then explained the purpose of the survey before handing out printed questionnaires. In my quest for higher accuracy, I visited multiple locations for each firm ranging from offices to warehouses and distribution centres. To insure the reliability of data collected, all questioned subjects were given privacy and maximum time needed to complete survey questionnaires.

In terms of the qualitative data, the quality and range of material obtained was greatly enhanced by the deliberate selection of different levels of the organizational structure. In each of the six chosen organizations interviews were conducted with top level managers, middle level managers and lower level operatives. This has insured the collection of a cross section of perspectives and opinions on leadership styles and organizational outcomes.



The information obtained through the interviews provided a rich source of material which complemented the data obtained from the surveys, thereby enhancing the reliability and validity of the analysis by relying on a process of triangulation.

### **3.8. Ethics**

In my efforts to keep my arguments on topic, the details of my research do not include arguments involving the ethical approach to my research in leadership and organizational justice. While undertaking research usually creates tension between the researcher's ability to obtain accurate information and respecting confidentiality and trade secrets, I have maintained the stance of respecting the rights of all individuals I have invoked in my surveys and questionnaires. I have also respected privacy of the participants by not collecting private information such as names and other private contact information; However, I maintained a record of their position, years of experience, gender and education. All survey participants had a good understanding and full knowledge of the purposes of my research as a part of my research for PhD studies in Leadership, Organizational Justice and Organizational Outcomes. No harm was intended or caused to any participant and all collected information was an absolute must for the accuracy and validity of my research.

### **3.9. Limitations**

Data reliability and accuracy of my research was mainly constrained by the limited number of Syrian firms that showed interest in my research and gave me access to their employees and staff members. Also the lack of any previous research in the field of Leadership, Organizational Justice and Outcomes in Syria made it difficult to follow any previously proven path of research, therefore, the methodology used in my research was something I devised and adapted from other Middle Eastern and western researchers, whilst seeking to take into account the particularities of Syrian culture and organizational culture in my research design.

### **3.10. Summary**

Chapter 3 discussed the methodology that was followed in pursuing this research. The discussion of method included sources of data, instrumentation, collection of data, the statistical techniques utilized, pilot study, sampling, and population of the study.

Specifically, the chapter highlights what is being studied, how it was studied, how the information was collected, who were involved, and what statistical techniques and tests were performed. Chapter 4 discusses the statistical techniques and procedures performed, analyze the data, evaluate the results, and answer the research question and hypotheses proposed.

The main innovation is that while the researcher applying standard instruments for the measurement of leadership, organizational justice and organizational outcomes that have been used in western societies, the researcher applying these instruments to the Syrian context. Secondly, the researcher has chosen a case study approach, focusing on six different organizations representing a diversity of organizational settings and organizational cultures. Thirdly, this case study approach has enabled the researcher to use qualitative approaches, including unstructured interviews and personal observations which have provided additional insights and added enormously to the richness and quality of the data gathered in the course of the research.



CHAPTER FOUR: RESULTS

4.1. Introduction

This chapter provides the findings of the primary data collected through the employment of questionnaire from six different types of organizations, two education, two media and two engineering services.

This chapter will first present the respondent profile, then a section on testing the hypothesis, followed by the section on testing the models, then a section on organizational commitment and some of the demographic variables, and finally a section on the results from the qualitative approach.

In the quantitative study, the researcher tested the hypotheses concerning the relationship among leadership (transformational and transactional), organizational justice (distributive, procedural and interactional) and organizational outcomes (job satisfaction and organizational commitment) through the use of the statistical package of social science SPSS 18, and to test the models of the study, the researcher depended on the method of Linear Structural Relations (LISREL), by using the statistical program Statistica.5.5

In the qualitative study, the researcher made interviews with managers and employees from the six studied organization to get clearer picture about leadership, organizational justice, job satisfaction, and organizational commitment on the studied organizations.

4.2. Respondent Profile

Respondent profile presents an overall picture of the entire sample of 502 participants, ie subordinate from six companies in Syria whom answered the questionnaire.

4.2.1. Gender was coded with 1 designating men and 2 representing women.

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	346	68.9	68.9	68.9
	Female	156	31.1	31.1	100.0
	Total	502	100.0	100.0	

Table 4.1 Gender



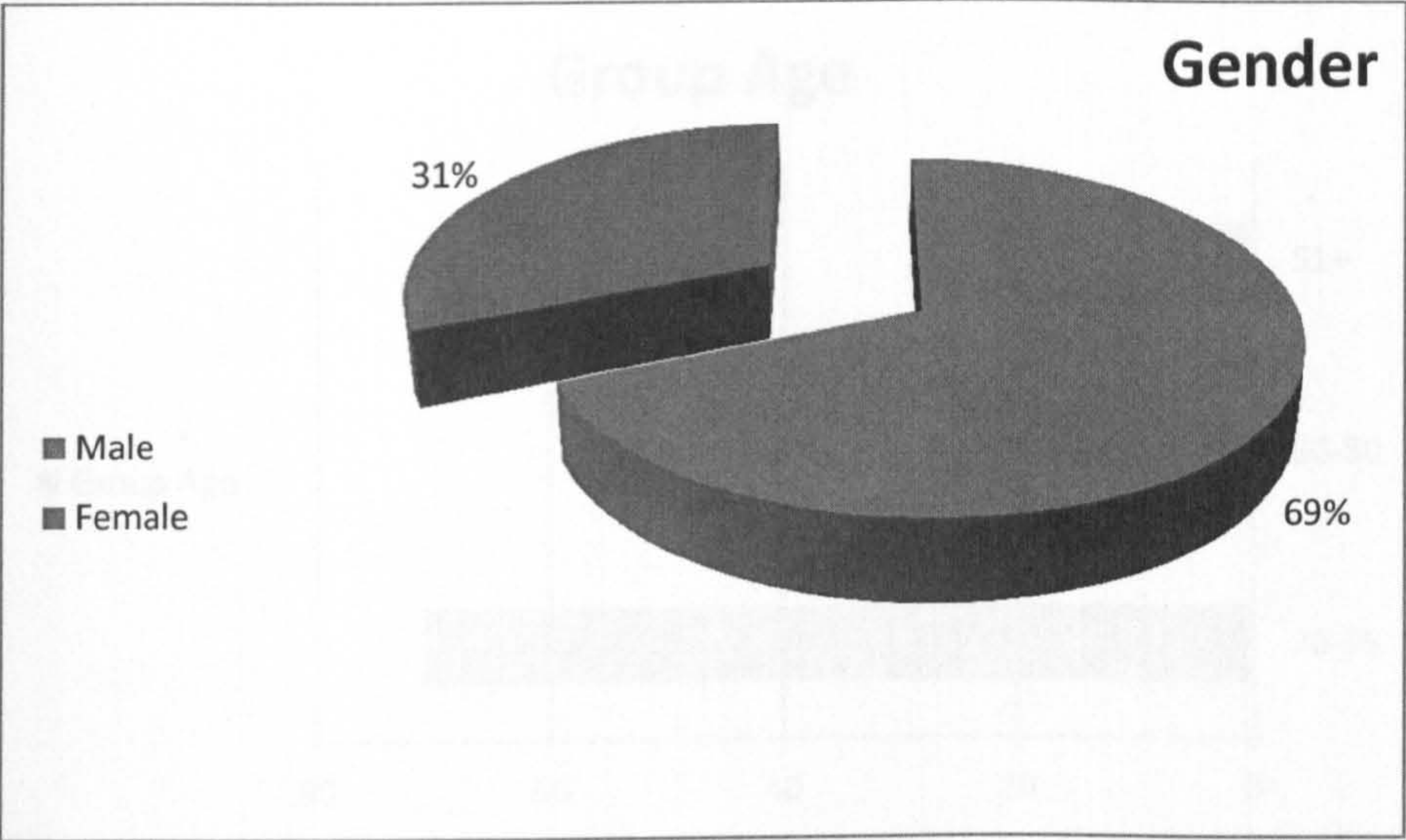


Figure 4.1 Gender

4.2.2. **Age** was measured by number of years they were recorded so as to enable the ANOVAs test to be used respondent in 20-34 years was recorded group one, 35-50 group two and over 50 group three.

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-35	356	70.9	70.9	70.9
	36-50	117	23.3	23.3	94.2
	51+	29	5.8	5.8	100.0
	Total	502	100.0	100.0	

Table 4.2 Respondent age



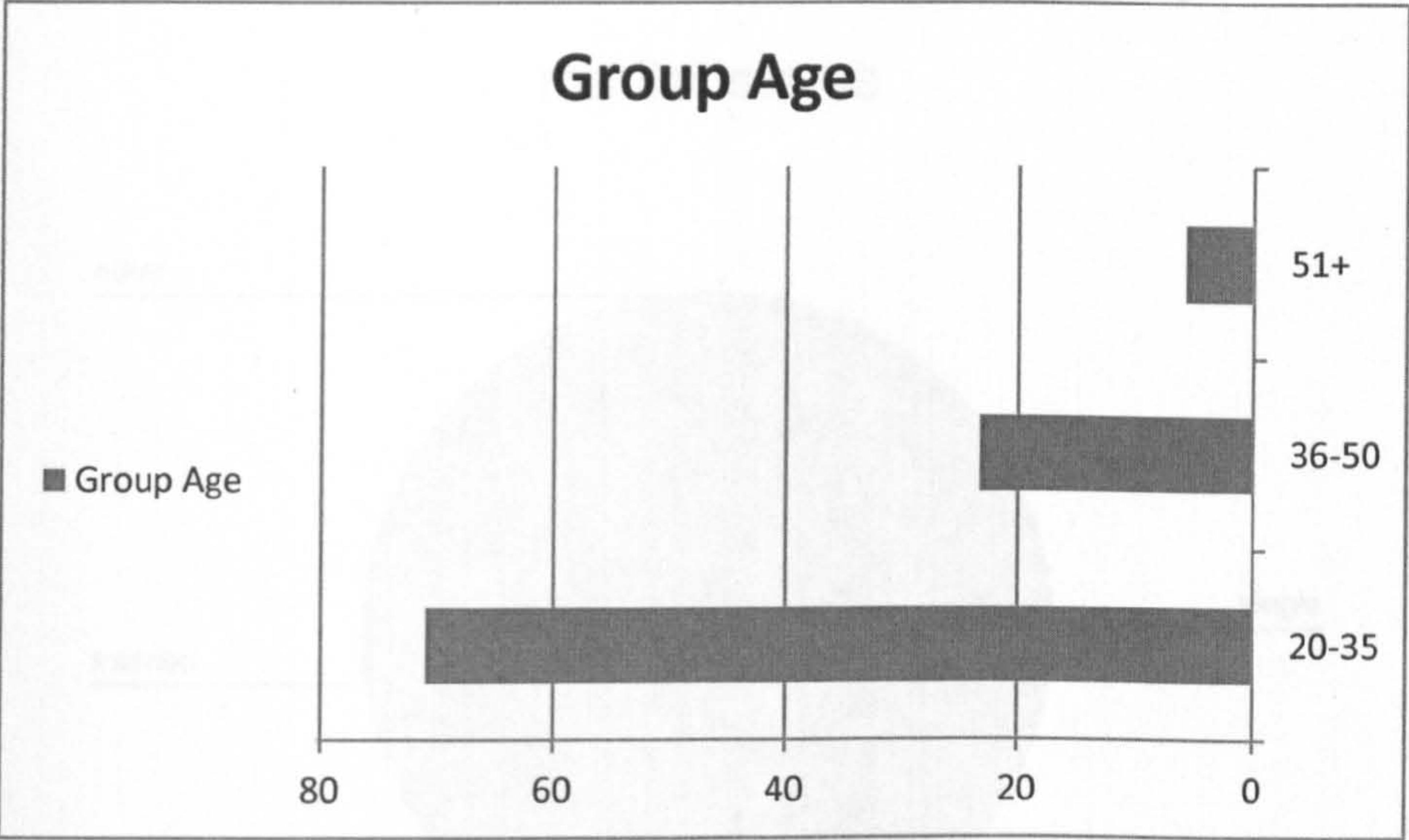


Figure 4.2 Respondent age

4.2.3. Marital Status was coded with 1 for single, 2 married for and 3 for others.

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	248	49.4	49.4	49.4
	married	233	46.4	46.4	95.8
	other	21	4.2	4.2	100.0
	Total	502	100.0	100.0	

Table 4.3 Marital Status



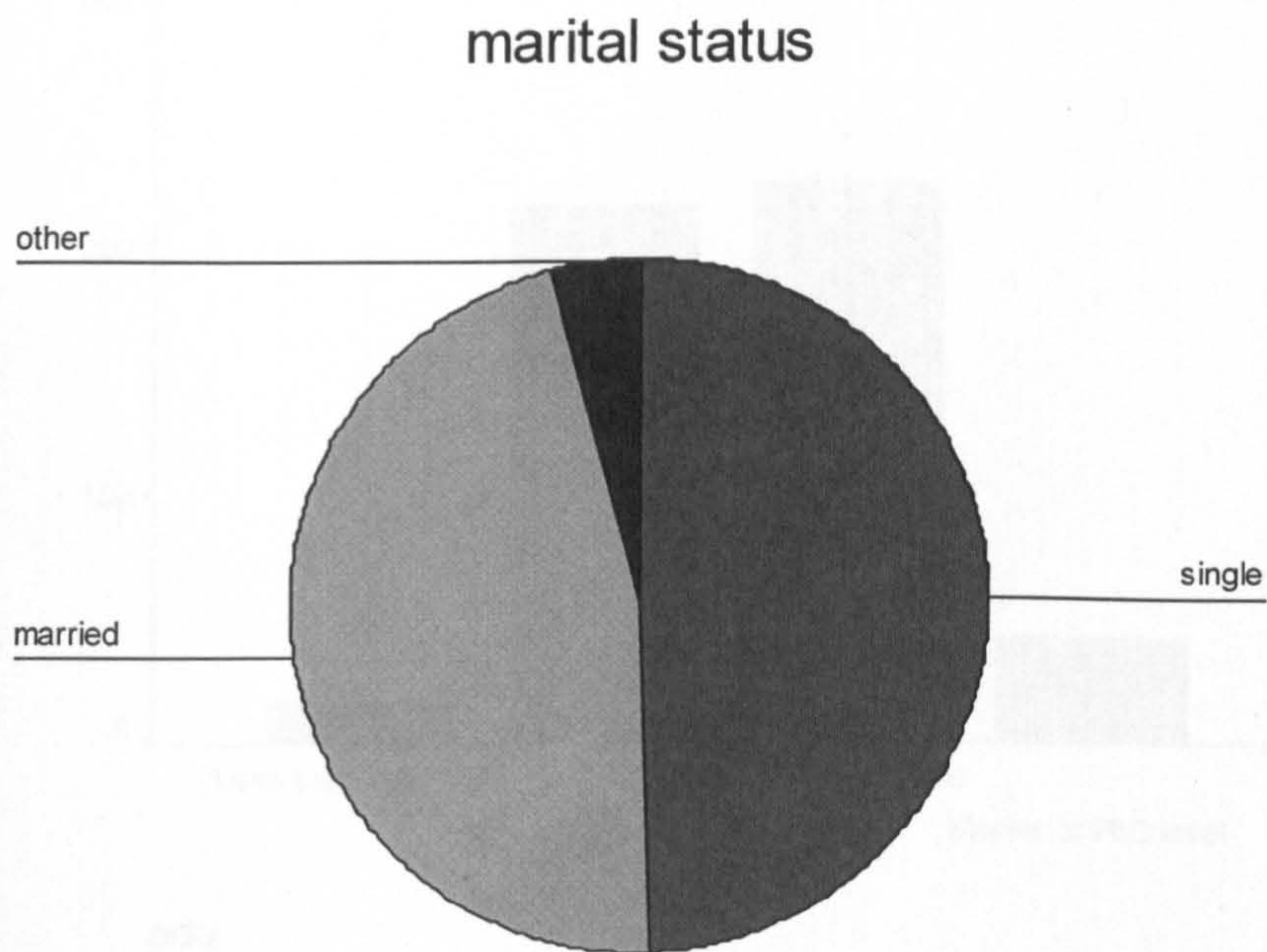


Figure 4.3 Marital Status

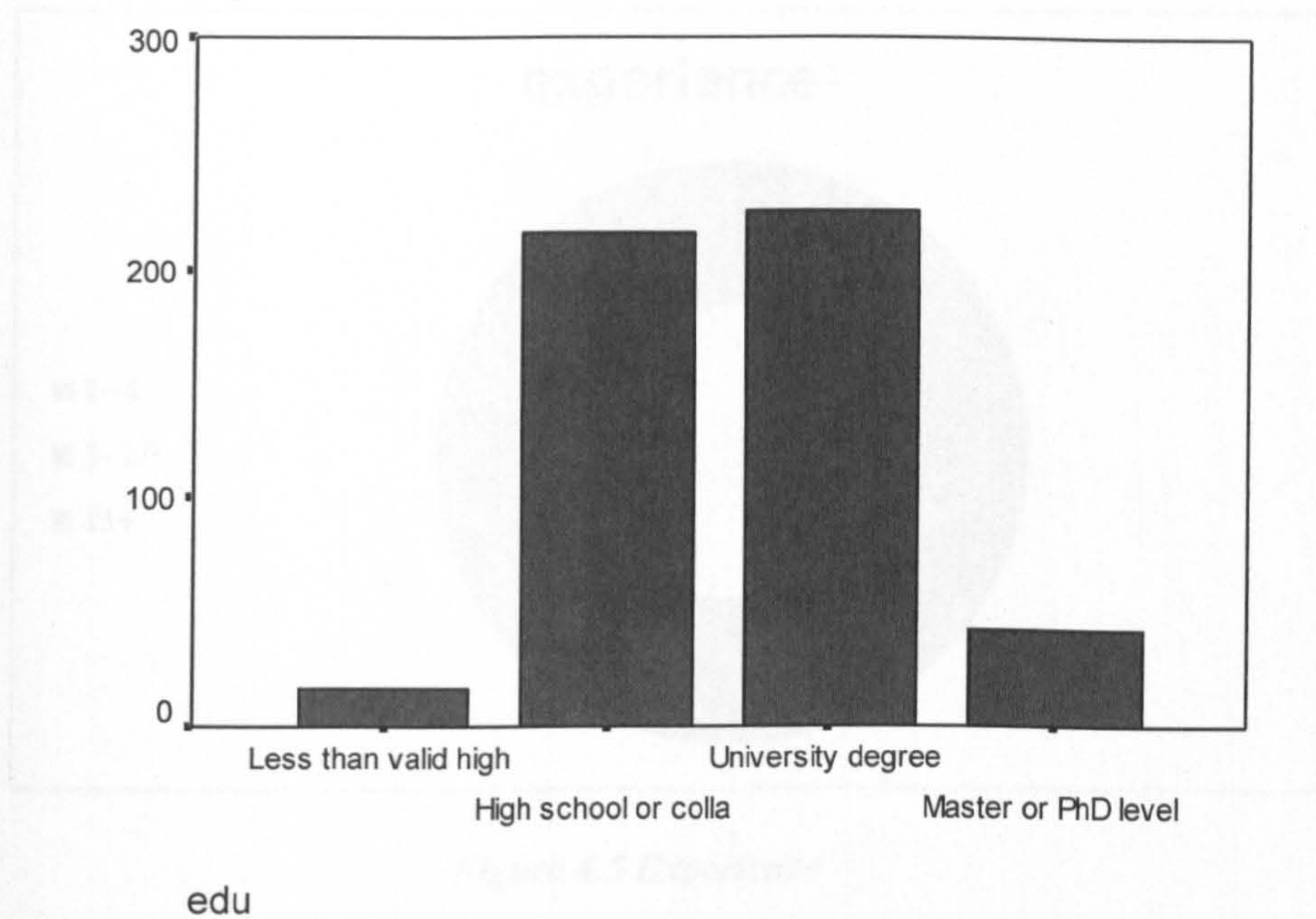
#### 4.2.4. Education

Level of education coded with 1 less than high school, 2 for diploma, 3 for bachelor degree and 4 for master and above.

	Education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than high school	17	3.4	3.4	3.4
	High school or collage	216	43.0	43.0	46.4
	University degree	226	45.0	45.0	91.4
	Master or PhD degree	43	8.6	8.6	100.0
	Total	502	100.0	100.0	

Table 4.4 Level of Education





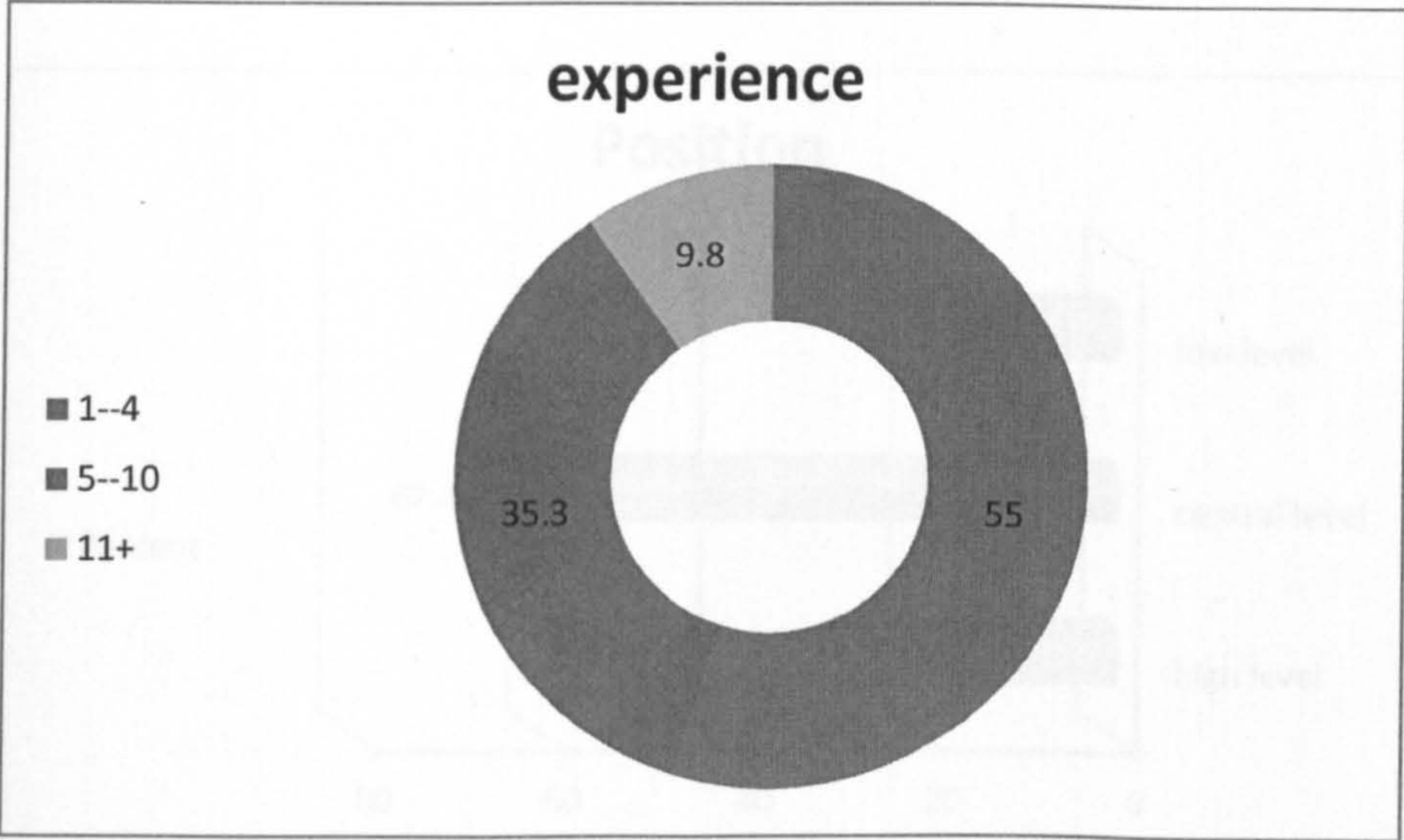
**Figure 4.4 Level of Education**

**4.2.5. Experience** subordinate with 0-5 years working experience was recorded as 1, 5-10 years as 2 and 11 and above 3.

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	276	55.0	55.0	55.0
	5-10	177	35.3	35.3	90.2
	11+	49	9.8	9.8	100.0
Total		502	100.0	100.0	

**Table 4.5 Experience**





*Figure 4.5 Experience*

**4.2.6. Position** was coded with 1 for high position, 2 for middle position and 3 for low position.

	Position	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high level	83	16.5	16.5	16.5
	central level	337	67.1	67.1	83.7
	low level	82	16.3	16.3	100.0
	Total	502	100.0	100.0	

*Table 4.6 Position*



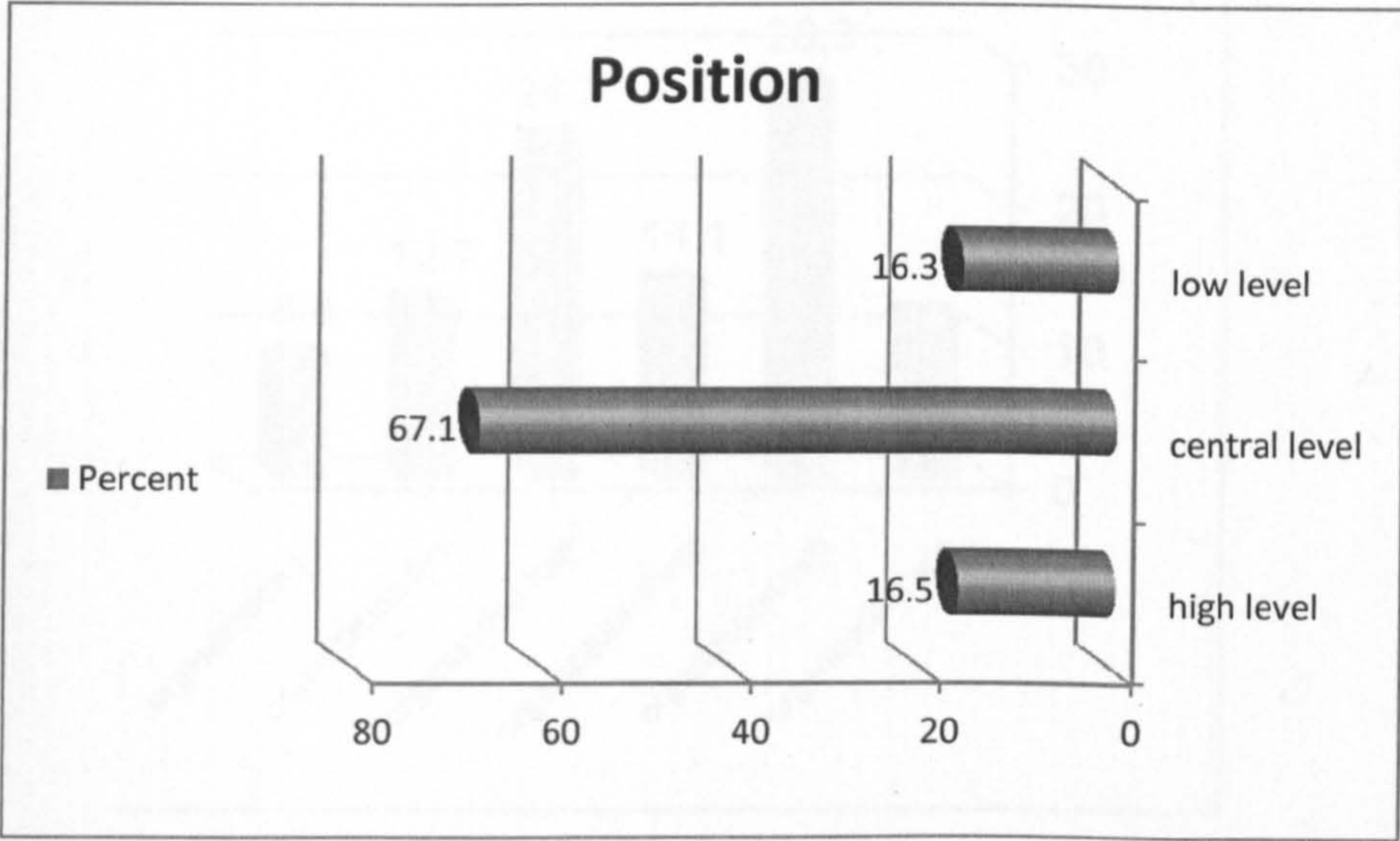


Figure 4.6 Position

Studied Organizations

The six organization are: organization one is Technolead, organization two is Mamoun university, organization three is Aldaleel newspaper, organization four is international business center IBC, organization five is MIC, and organizational six is Dar alfikr.

Number of participants from each organization and percentage is available in table 4.7.

	Organizations	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	organization one	59	11.8	11.8	11.8
	organization two	142	28.3	28.3	40.0
	organization three	71	14.1	14.1	54.2
	organization four	122	24.3	24.3	78.5
	organization five	64	12.7	12.7	91.2
	organization six	44	8.8	8.8	100.0
	Total	502	100.0	100.0	

Table 4.7 Organizations



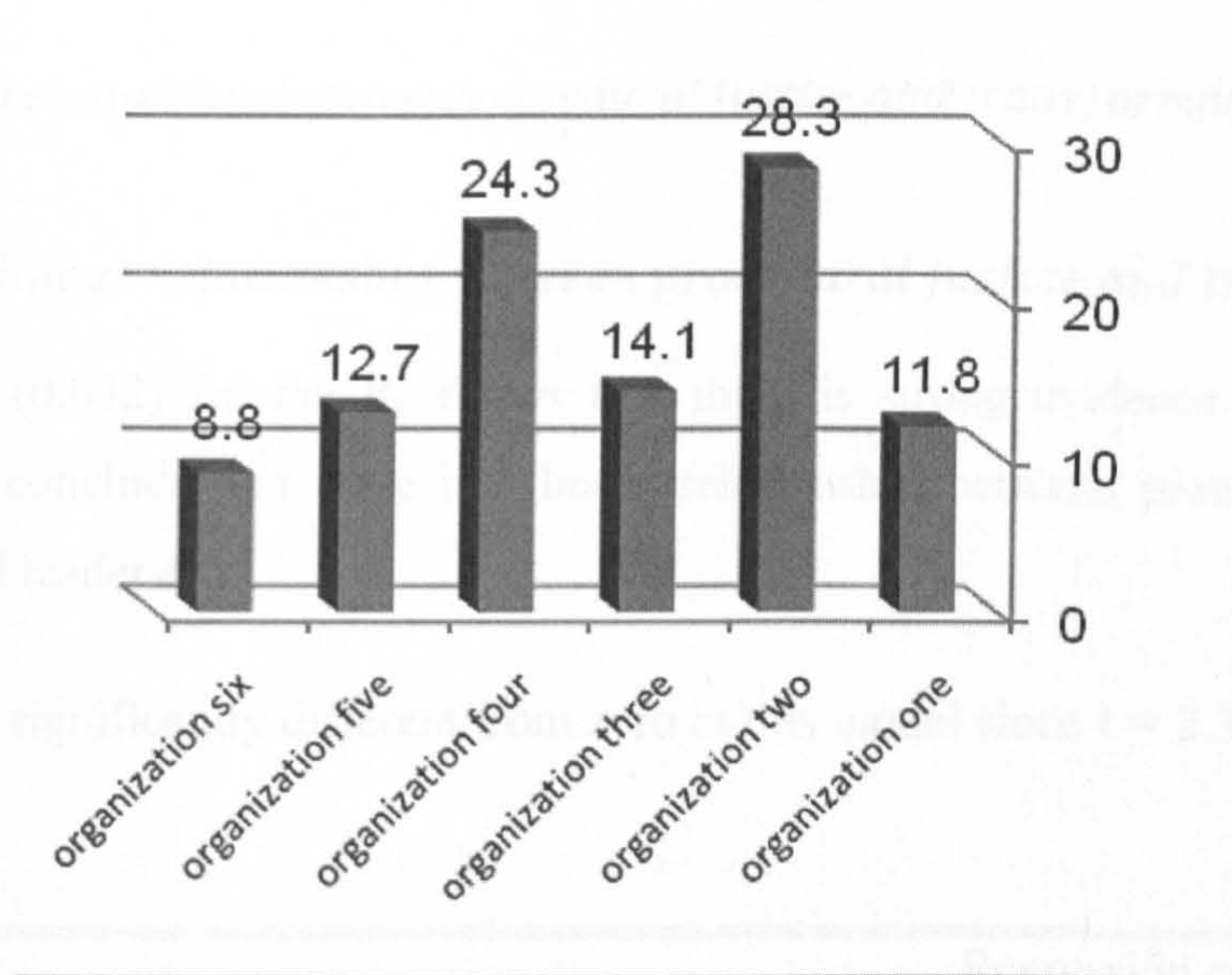


Figure 4.7 Organizations

### 4.3. Test Hypothesis

#### Test hypothesis one:

The goal of the hypothesis no one is to test the impact of transformational leadership on the procedural justice among workers in the six Syrian organisations.

$H_0$ : transformational leadership is not positively related to procedural justice

$H_1$ : transformational leadership is positively related to procedural justice

In order to achieve this goal the researcher conducted a regression analysis between transformational leadership as an independent variable and procedural justice as a dependent variable.

Table 4.8 shows the result of the regression model which was conducted to test the hypothesis no one. The results revealed the fact that 31.40% ( $R^2$ ) of the variation of procedural justice is measured by transformational leadership. The remaining 68.6% is due to other factors such as trust, national and organizational culture...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.



$H_0: \beta_1 = 0$  No linear relationship between procedural justice and transformational leadership.

$H_1: \beta_1 \neq 0$  There is linear relationship between procedural justice and transformational leadership.

The p value = (0.032) for the  $\beta_1$  shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between procedural justice and transformational leadership.

Similarly,  $\beta_1$  is significantly different from zero in this model since  $t = 2.35$  and  $p = 0.032 (< 0.05)$ .

	Regression coefficient
Procedural justice (x)	$\beta_1 = 0.134$ (p < 0.05) $\beta_0 = 2.11$ (p < 0.05)
Coefficient of determination $R^2$	31.40%
F value	43.7
Sig	0.03
t Statistic	2.35*
Sig	0.032

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

Table 4.8 Regression result (Hypothesis 1)

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$H_0: \beta_1 = 0$  (procedural justice does not depends on transformational leadership)

$H_1 : \beta_1 \neq 0$  ( procedural justice does depends on transformational leadership)

According to the Table 1, the observed  $F'$  value is 43.7 ( $p = 0.03$ ) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the procedural justice does depends on transformational leadership.

On the basis of the result the following regression model has been generated

$$\textit{Procedural justice} = \beta_0 + \beta_1 \textit{transformational leadership}$$

**Test hypothesis two:**

The goal of the hypothesis no two is to test the impact of transformational leadership on the interactional justice among workers in the six Syrian organisations.

$H_0$ : transformational leadership is not positively related to interactional justice

$H_1$ : transformational leadership is positively related to interactional justice

In order to achieve this goal the researcher conducted a regression analysis between transformational leadership as an independent variable and interactional justice as a dependent variable.

Table 4.9 shows the result of the regression model which was conducted to test the hypothesis no two. The results revealed the fact that 23.3% ( $R^2$ ) of the variation of interactional justice is measured by transformational leadership. The remaining 76.7% is due to other factors such as trust, national and organizational culture...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.

$H_0: \beta_1 = 0$  No linear relationship between interactional justice and transformational leadership.

$H_1: \beta_1 \neq 0$   
= There is linear relationship between interactional justice and transformational leadership.

The p value = (0.043) for the  $\beta_1$  shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between interactional justice and transformational leadership.

Similarly,  $\beta_1$  is significantly different from zero in this model since  $t = 5.36$  and  $p = 0.043 (< 0.05)$ .



	Regression coefficient
Interactional justice (x)	$\beta_1 = 0.09$ (p < 0.05)
	$\beta_0 = 1.82$ (p < 0.05)
Coefficient of determination $R^2$	23.3%
F value	62.4
Sig	0.04
t Statistic	5.36*
Sig	0.043

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

**Table 4.9 Regression result (Hypothesis 2)**

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$$H_0: \beta_1$$

$= 0$  (*interactional justice does not depends on transformational leadership*)

$$H_1 : \beta_1 \neq 0 \text{ ( interactional justice does depends on transformational leadership)}$$

According to the Table 4.9, the observed F value is 62.4 (p = 0.04) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the interactional justice does depends on transformational leadership.

On the basis of the result the following regression model has been generated

$$\text{interactional justice} = \beta_0 + \beta_1 \text{transformational leadership}$$

### **Test hypothesis three:**

The goal of the hypothesis no three is to test the impact of transactional leadership on the distributive justice among workers in the six Syrian organisations.

$H_0$ : transactional leadership is not positively related to distributive justice

$H_1$ : transactional leadership is positively related to distributive justice

In order to achieve this goal the researcher conducted a regression analysis between transactional leadership as an independent variable and distributive justice as a dependent variable.

Table 4.10 shows the result of the regression model which was conducted to test the hypothesis no three. The results revealed the fact that 38.10% ( $R^2$ ) of the variation of distributive justice is measured by transactional leadership. The remaining 61.90% is due to other factors such as trust, national and organizational culture...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.

$H_0: \beta_1$   
= 0 *No linear relationship between distributive justice and transactional leadership.*

$H_1: \beta_1 \neq 0$   
= *There is linear relationship between distributive justice and transactional leadership.*

The p value = (0.024) for the  $\beta_1$  shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between distributive justice and transactional leadership.

Similarly,  $\beta_1$  is significantly different from zero in this model since  $t = 12.34$  and  $p = 0.024 (< 0.05)$ .



	Regression coefficient
Procedural justice ( $x$ )	$\beta_1 = 0.18$ ( $p < 0.05$ )
	$\beta_0 = 2.64$ ( $p < 0.05$ )
Coefficient of determination $R^2$	38,1%
F value	89.6
Sig	0.01
$t$ Statistic	12.34*
Sig	0.024

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

*Table 4.10 Regression result (Hypothesis 3)*

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$$H_0: \beta_1 = 0 \text{ (distributive justice does not depends on transactional leadership)}$$

$$H_1 : \beta_1 \neq 0 \text{ ( distributive justice does depends on transactional leadership)}$$

According to the Table 4.10, t he observed  $F$  value is 89.6 ( $p = 0.01$ ) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the procedural justice does depends on transformational leadership.

On the basis of the result the following regression model has been generated

$$\text{distributive justice} = \beta_0 + \beta_1 \text{transactional leadership}$$

**Test hypothesis four:**

The goal of the hypothesis no four is to test the impact organizational justice in its three dimensions (distributive, procedural and interactive) on job satisfaction among workers in the six Syrian organizations.

$$H_0: \text{organizational justice is not positively related to job satisfaction}$$

*H<sub>1</sub>: organizational justice is positively related to job satisfaction*

In order to achieve this goal the researcher conducted a regression analysis between organizational justice as an independent variable and job satisfaction as a dependent variable.

Table 4.11 shows the result of the regression model which was conducted to test the hypothesis no four. The results revealed the fact that 49.3% (*R*<sup>2</sup>) of the variation of job satisfaction is measured by organizational justice. The remaining 50.7% is due to other factors such as personality traits, trust, stress, friendly and supportive group at work, leadership, and physical environment like lighting, temperature and space...etc.

To test whether *β<sub>1</sub>* is statistically significant or not the following hypothesis was being tested.

*H<sub>0</sub>: β<sub>1</sub> = 0 No linear relationship between job satisfaction and organizational justice.*

*H<sub>1</sub>: β<sub>1</sub> ≠ 0  
= There is linear relationship between job satisfaction and organizational justice.*

The p value = (0.021) for the *β<sub>1</sub>* shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between job satisfaction and organizational justice.

Similarly, *β<sub>1</sub>* is significantly different from zero in this model since t =8.69 and p= 0.021 (< 0.05).

	Regression coefficient
Organizational justice (x)	<i>β<sub>1</sub></i> =0.934 (p <0.05)
Distributive justice	<i>β<sub>1</sub></i> =0.11
Procedural justice	<i>β<sub>1</sub></i> =0.09
Interactional Justice	<i>β<sub>1</sub></i> =0.13
	<i>β<sub>0</sub></i> = ( p <0.05)
Coefficient of determination <i>R</i> <sup>2</sup>	49.3%



F value	112.6
Sig	0.02
t Statistic	8.69
Distributive justice	7.32*
Procedural justice	5.67*
Interactional Justice	8.47*
Sig	0.021

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

*Table 4.11 Regression result (Hypothesis 4)*

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$H_0: \beta_1 = 0$  (job satisfaction does not depends on organizational justice)

$H_1 : \beta_1 \neq 0$  (job satisfaction does depends on organizational justice)

According to the Table 4.11, the observed F value is 112.6 ( $p = 0.02$ ) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the job satisfaction does depends on organizational justice.

On the basis of the result the following regression model has been generated

$$\text{job satisfaction} = \beta_0 + \beta_1 \text{organizational justice}$$

#### **Test hypothesis five:**

The goal of the hypothesis no five is to test the impact of transformational leadership on the job satisfaction through procedural justice as a mediate variable among workers in the six Syrian organisations.

$H_0$ : transformational leadership has no impact on job satisfaction through procedural justice as a mediate variable.

$H_1$ : transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.

To test the validity of the fifth hypotheses, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (transformational leadership) on dependent variable (job satisfaction), while in the second model (reduced model) the researcher entered the intermediate variable (procedural justice) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between procedural justice (as intermediate variable ) and transformational leadership in their influence on job satisfaction.

The formulation of the models for the study as following:

$$JS = \beta_0 + \beta_1 TFL + e_i \text{ (base model)}$$

$$JS = \beta_0 + \beta_1 TFL + \beta_2 PJ + e_i \text{ (reduced model)}$$

$$JS = \beta_0 + \beta_1 TFL + \beta_2 PJ + \beta_3 TFL.PJ + e_i \text{ (full model)}$$

Where:

JS: the dependent variable (job satisfaction)

TFL: the independent variable (transformational leadership).

PJ: the mediator variable (procedural justice).

TFL. PJ: the mediator effect of procedural justice in connection with the transformational leadership with job satisfaction.

The findings revealed as shown in table 4.12 that the basic model is statistically significant as the value of F is equal to (52.4) when the degree of confidence reached (99%), also the results shows in the table below a significant impact of transformational leadership (a positive direct correlation), on job satisfaction, as the value of coefficient of determination rate (26.2%), and this means that the transformational leadership explain the percentage of (26.2%) of the changes that occur in job satisfaction. And P value =0.01 <(0.05)



	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.09$ (p < 0.05)
	$\beta_0 = 1.74$ (p < 0.05)
Coefficient of determination $R^2$	26,2%
F value	52.4
Sig	0.012
t Statistic	5.61*
Sig	0.01

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.12 Regression result (Hypothesis 5) base model*

The results revealed that the reduced model Table 4.13 was also statistically significant, as the value of F is equal to (60.3) when the degree of confidence more than (99%), as well as the introduction of procedural justice as an independent variable has led to higher estimated explanatory of the form, as the value of coefficient of determination rate is (31.5%), with an increase of (5.3%) compared to the base model, the results also suggest (according to T test) to the direct significance of procedural justice as an independent variable in the model on job satisfaction at the degree of the confidence more than (99%), and noted that there is a direct correlation between procedural justice and job satisfaction (a positive regression coefficient). And P value = 0.01 < (0.05)

	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.16$ (p < 0.05)
Procedural justice $x_2$	$\beta_2 = 0.08$
	$\beta_0 = 2.03$ (p < 0.05)
Coefficient of determination $R^2$	31.5%
F value	60.3
Sig	0.013
t Statistic Transformation leadership	5.12*
t Statistic Procedural justice	2.74*

Sig	0.01
-----	------

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.13 Regression result (Hypothesis 5) reduced model*

While the results revealed that the full model table 4.14 was also statistically significant as the value of F is equal (74. 3) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (37.4%), with an increase of (5.9%) compared to the reduced model. This underlines the significant influence of procedural justice as a variable and mediator on the relationship between transformational leadership and job satisfaction. And P value = 0.002 < (0.05)



	Regression coefficient
Transformational leadership $x_1$	$\beta_1=0.29$ (p <0.05)
Procedural justice $x_2$	$\beta_2 =0.013$
Interactions between TFL and PJ $x_3$	$\beta_3 =0.08$ $\beta_0 = 2.54$ ( p <0.05)
Coefficient of determination $R^2$	37.4%
F value	74.3
Sig	0.000
t Statistic $x_1$	9.14
t Statistic $x_2$	0.81
t Statistic $x_3$	6.72*
Sig	0.002

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.14 Regression result (Hypothesis 5) full model*

We reject the null hypotheses (p<0.05) and conclude that transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.

To certify the impact of procedural justice as an intermediate variable between transformational leadership and job satisfaction in organizations, the researcher conducted regression analysis for the relationship of transformational leadership and job satisfaction for all employees who have a high procedural justice and another for those with low procedural justice, as was shown in table 4.15.

The results shows that the transformational leadership has more influence on job satisfaction for workers who have a high perceptions of procedural justice than those with lower perceptions, where the coefficient selection rate (47.3%) for workers who have a high perceptions of procedural justice versus (41.2%) for workers with lower perceptions of procedural justice, this proves the existence of the moral influence for procedural justice as an intermediate variable between transformational leadership and job satisfaction.



The dependent variable	perceptions of job satisfaction for employees who have a low perceptions of procedural justice			perceptions of job satisfaction for employees who have a high perceptions of procedural justice		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Independent variables						
Transformational leadership	0.05	0.03	4.35	0.58	0.03	7.66*
coefficient of determination $R^2$		41.2%			47.3%	
F value		84.33			112.52	
Sig		0.000			0.000	

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

Table 4.15 Comparison Result

Test hypothesis six:

The goal of the hypothesis no six is to test the impact of transformational leadership on the job satisfaction through interactional justice as a mediate variable among workers in the six Syrian organisations.

$H_0$ : transformational leadership has no impact on job satisfaction through interactional justice as a mediate variable.

$H_1$ : transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.

To test the validity of the hypotheses no six, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (transformational leadership) on dependent variable (job satisfaction),



while in the second model (reduced model) the researcher entered the intermediate variable (interactional justice) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between interactional justice (as intermediate variable ) and transformational leadership in their influence on job satisfaction.

The formulation of the models for the study as following:

$$JS = \beta_0 + \beta_1 TFL + e_i \text{ (base model)}$$

$$JS = \beta_0 + \beta_1 TFL + \beta_2 IJ + e_i \text{ (reduced model)}$$

$$JS = \beta_0 + \beta_1 TFL + \beta_2 IJ + \beta_3 TFL.IJ + e_i \text{ (full model)}$$

Where JS: the dependent variable (job satisfaction).

TFL: the independent variable (transformational leadership).

IJ: the mediator variable (interactional justice).

TFL. IJ: the mediator effect of interactional justice in connection with the transformational leadership with job satisfaction.

The base model would test the significant direct impact of the independent variable (transformational leadership) on dependent variable (job satisfaction): the results for this base model explained earlier in table 4.12

The findings revealed as shown in table 4.16 that the Reduced model is statistically significant as the value of F is equal to (63.6) when the degree of confidence reached (99%), also the results shows in the table below that introducing interactional justice as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (33.6%) with an increase (7.4%) compared to the model statute, the results also suggest as shown in the table (according to T test) significant direct impact of interactive justice as an independent variable in the model on job satisfaction at the degree of confidence more than (99%), and noted that there is a positive direct correlation between interactional justice and job satisfaction (a positive regression coefficient). And P value = 0.003 < (0.05)

Table 4.16: regression result (Hypothesis no six) reduced model

	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.21$ ( $p < 0.05$ )
Interactional justice $x_2$	$\beta_2 = 0.09$
	$\beta_0 = 1.93$ ( $p < 0.05$ )
Coefficient of determination $R^2$	33.6%
F value	63.6
Sig	0.003
$t$ Statistic $x_1$	4.18*
$t$ Statistic $x_2$	3.14*
Sig	0.003

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

Table 4.16 Regression result (Hypothesis 6) reduced model

While the results revealed that the full model table 4.17 was also statistically significant as the value of F is equal (69.2) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (39.2%), with an increase of (5.6%) compared to the base model. This underlines the significant influence of interactional justice as a variable and mediator on the relationship between transformational leadership and job satisfaction. And P value = 0.005 < (0.05)

	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.22$ ( $p < 0.05$ )
Interactional justice $x_2$	$\beta_2 = 0.015$
Interactions between TFL and IJ $x_3$	$\beta_3 = 0.06$
	$\beta_0 = 2.54$ ( $p < 0.05$ )
Coefficient of determination $R^2$	39.2%



F value	69.2
Sig	0.000
$t$ Statistic $x_1$	3.13
$t$ Statistic $x_2$	0.65
$t$ Statistic $x_3$	9.43*
Sig	0.005

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.17 Regression result (Hypothesis 6) full model*

We reject the null hypotheses ( $p < 0.05$ ) and conclude that transformational leadership has an impact on the job satisfaction through interactional justice as a mediate variable

To certify the impact of interactional justice as an intermediate variable between transformational leadership and job satisfaction in organizations, the researcher conducted regression analysis for the relationship of transformational leadership and job satisfaction for all employees who have a high interactional justice and another for those with low interactional justice, as was shown in table 4.18.

The results shows that the transformational leadership has more influence on job satisfaction for workers who have a high perceptions of interactional justice than those with lower perceptions, where the coefficient selection rate (50.2%) for workers who have a high perceptions of interactional justice versus (43.5%) for workers with lower perceptions of interactional justice, this proves the existence of the moral influence for interactional justice as an intermediate variable between transformational leadership and job satisfaction.



The dependent variable	perceptions of job satisfaction for employees who have a low perceptions of interactional justice			perceptions of job satisfaction for employees who have a high perceptions of interactional justice		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Independent variables						
Transformational leadership	0.08	0.06	2.45	0.64	0.02	9.35*
coefficient of determination $R^2$	43.5%			50.2%		
F value	78.86			98.43		
Sig	0.000			0.000		

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

Table 4.18 Comparison Result

Test hypothesis seven:

The goal of the hypothesis no seven is to test the impact of transactional leadership on the job satisfaction through distributive justice as a mediate variable among workers in the six Syrian organisations.

- $H_0$ :

transactional leadership has no impact on job satisfaction through distributive justice as a mediate variable.
- $H_1$ :

transactional leadership has an impact on job satisfaction through distributive justice as a mediate variable.

To test the validity of the hypotheses no seven, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (transactional leadership) on dependent variable (job satisfaction), while in the second model (reduced model) the researcher entered the intermediate variable (distributive justice) to test the direct impact of this variable on the model, while the third



model (full model) aims to test the effect of the interaction between distributive justice (as intermediate variable ) and transactional leadership in their influence on job satisfaction. The formulation of the models for the study as following:

$$JS = \beta_0 + \beta_1TAL + e_i(base\ model)$$

$$JS = \beta_0 + \beta_1TAL + \beta_2DJ + e_i(reduced\ model)$$

$$JS = \beta_0 + \beta_1TAL + \beta_2DJ + \beta_3TAL.DJ + e_i\ (full\ model)$$

JS: the dependent variable (job satisfaction).

TAL: the independent variable (transactional leadership).

DJ: the mediator variable (distributive justice).

TAL. DJ: the mediator effect of distributive justice in connection with the transactional leadership with job satisfaction.

The findings revealed as shown in table 4.19 that the basic model is statistically significant as the value of F is equal to (59.7) when the degree of confidence reached (99%), also the results shows in the table below a significant impact of transactional leadership (a positive direct correlation), on job satisfaction, as the value of coefficient of determination rate (21.4%), and this means that the transactional leadership explain the percentage of (24.4%) of the changes that occur in job satisfaction. And P value = 0.001<(0.05)

	Regression coefficient
Transactional leadership (x)	$\beta_1= 0.07\ (p <0.05)$
	$\beta_0 = 1.14\ (p <0.05)$
Coefficient of determination $R^2$	21.4%
F value	59.7
Sig	0.004
t Statistic	3.76*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

Table 4.19 Regression result (Hypothesis 7) base model

The findings revealed as shown in table 4.20 that the reduced model is statistically significant as the value of F is equal to (67.7) when the degree of confidence reached (99%), also the results shows in the table below that introducing distributive justice as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (28.5%) with an increase (7.1%) compared to the base model, the results also suggest as shown in the table (according to T test) significant direct impact of distributive justice as an independent variable in the model on job satisfaction at the degree of confidence more than (99%), and noted that there is a positive direct correlation between distributive justice and job satisfaction (a positive regression coefficient).And P value = 0.003<(0.05).



	Regression coefficient
Transactional leadership $x_1$	$\beta_1 = 0.16$ (p < 0.05)
Distributive justice $x_2$	$\beta_2 = 0.12$
	$\beta_0 = 1.74$ (p < 0.05)
Coefficient of determination $R^2$	28,5%
F value	67.7
Sig	0.003
t Statistic $x_1$	7.13*
t Statistic $x_2$	5.12*
Sig	0.003

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.20 Regression result (Hypothesis 7) reduced model*

While the results revealed that the full model table 4.21 was also statistically significant as the value of F is equal (48.7) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (34.6%), with an increase of (6.1%) compared to the reduced model. This underlines the significant influence of interactional justice as a variable and mediator on the relationship between transactional leadership and job satisfaction. And P value = 0.001 < (0.05).

	Regression coefficient
Transactional leadership $x_1$	$\beta_1=0.14$ ( $p < 0.05$ )
Distributive justice $x_2$	$\beta_2 = 0.11$
Interactions between TAL and DJ $x_3$	$\beta_3 = 0.04$
	$\beta_0 = 1.87$ ( $p < 0.05$ )
Coefficient of determination $R^2$	34.6%
F value	84.7
Sig	0.000
$t$ Statistic $x_1$	2.17
$t$ Statistic $x_2$	3.11
$t$ Statistic $x_3$	7.52*
Sig	0.001

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.21 Regression result (Hypothesis 7) full model*

We reject the null hypotheses ( $p < 0.05$ ) and conclude that transactional leadership has an impact on the job satisfaction through distributive justice as a mediate variable.

To certify the impact of distributive justice as an intermediate variable between transactional leadership and job satisfaction in organizations, the researcher conducted regression analysis for the relationship of transactional leadership and job satisfaction for all employees who have a high distributive justice and another for those with low distributive justice, as was shown in table 4.22.

The results shows that the transactional leadership has more influence on job satisfaction for workers who have a high perceptions of distributive justice than those with lower perceptions, where the coefficient selection rate (40.3%) for workers who have a high perceptions of distributive justice versus (34.7%) for workers with lower perceptions of distributive justice, this proves the existence of the moral influence for distributive justice as



an intermediate variable between transactional leadership and job satisfaction.

Table 4.22

The dependent variable	job satisfaction for employees who have a low perceptions of distributive justice			job satisfaction for employees who have a high perceptions of distributive justice		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Transactional leadership	0.04	0.07	8.45	0.42	0.04	14.43*
coefficient of determination $R^2$	34.7%			40.3%		
F value	85.23			143.46		
Sig	0.000			0.000		

\* Indicates a relationship of statistical significance of the degree of confidence of 99%

Table 4.22 Comparison Result

Test hypothesis eight:

The goal of the hypothesis no eight is to test the impact of distributive justice on the organizational commitment through job satisfaction as a mediate variable among workers in the six Syrian organisations.

$H_0$ : distributive justice has an impact no organizational commitment through job satisfaction as a mediate variable.

$H_1$ : distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.

To test the validity of the hypotheses no eight, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three



models, the first model (base model) would test the significant direct impact of the independent variable (distributive justice) on dependent variable (organizational commitment), while in the second model (reduced model) the researcher entered the intermediate variable (job satisfaction) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between job satisfaction (as intermediate variable ) and distributive justice in their influence on organizational commitment.

The formulation of the models for the study as following:

$$\begin{aligned}
 OC &= \beta_0 + \beta_1 DJ + e_i \text{ (base model)} \\
 OC &= \beta_0 + \beta_1 DJ + \beta_2 JS + e_i \text{ (reduced model)} \\
 OC &= \beta_0 + \beta_1 DJ + \beta_2 JS + \beta_3 DJ.JS + e_i \text{ (full model)}
 \end{aligned}$$

Where: OC: the dependent variable (organizational commitment).

DJ: the independent variable (distributive justice).

JS: the intermediate variable (job satisfaction).

DJ. JS: the mediator effect of job satisfaction in connection with the distributive justice with organizational commitment.

The findings revealed as shown in table 4.23 that the basic model is statistically significant as the value of F is equal to (57.4) when the degree of confidence reached (99%), also the results shows in the table below a significant impact of distributive justice (a positive direct correlation), on organizational commitment, as the value of coefficient of determination rate (19.6%), and this means that the distributive justice explain the percentage of (19.6%) of the changes that occur in organizational commitment. And P value = 0.001<(0.05)



	Regression coefficient
Distributive justice ( $x$ )	$\beta_1 = 0.11$ ( $p < 0.05$ ) $\beta_0 = 1.22$ ( $p < 0.05$ )
Coefficient of determination $R^2$	19.6%
F value	57.4
Sig	0.002
$t$ Statistic	8.85*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.23 Regression result (Hypothesis 8) base model*

The findings revealed as shown in table 4.24 that the Reduced model is statistically significant as the value of F is equal to (61.3) when the degree of confidence reached (99%), also the results shows in the table below that introducing job satisfaction as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (41.7%) with an increase (22.1%) compared to the base model, the results also suggest as shown in the table (according to T test) significant direct impact of job satisfaction as an independent variable in the model on organizational commitment at the degree of confidence more than (99%), and noted that there is a positive direct correlation between job satisfaction organizational commitment (a positive regression coefficient). And P value = 0.001 < (0.05)

	Regression coefficient
Distributive justice $x_1$	$\beta_1 = 0.07$ (p < 0.05)
Job satisfaction $x_2$	$\beta_2 = 0.23$
	$\beta_0 = 2.13$ (p < 0.05)
Coefficient of determination $R^2$	41.7%
F value	61.3
Sig	0.005
t Statistic $x_1$	6.34*
t Statistic $x_2$	9.16*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.24 Regression result (Hypothesis 8) reduced model*

While the results revealed that the full model table 4.25 was also statistically significant as the value of F is equal (94.3) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (46.2%), with an increase of (4.5%) compared to the reduced model. This underlines the significant influence of job satisfaction as a variable and mediator on the relationship between distributive justice and organizational commitment. And P value = 0.007 < (0.05)



	Regression coefficient
Distributive justice $x_1$	$\beta_1=0.08$ (p <0.05)
Job satisfaction $x_2$	$\beta_2 =0.22$
Interactions between DJ and JS $x_3$	$\beta_3 =0.12$ $\beta_0 = 2.94$ ( p <0.05)
Coefficient of determination $R^2$	46.2%
F value	94.3
Sig	0.003
$t$ Statistic $x_1$	1.13
$t$ Statistic $x_2$	5.15
$t$ Statistic $x_3$	14.3*
Sig	0.007

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.25 Regression result (Hypothesis 8) full model*

We reject the null hypotheses (p<0.05) and conclude that distributive justice has an impact on the organizational commitment through job satisfaction as a mediate variable

To certify the impact of job satisfaction as an intermediate variable between distributive justice and organizational commitment in organizations, the researcher conducted regression analysis for the relationship of distributive justice and organizational commitment for all employees who have a high job satisfaction and another for those with low job satisfaction, as was shown in table 4.26.

The results shows that the distributive justice has more influence on organizational commitment for workers who have a high job satisfaction than those with lower job satisfaction, where the coefficient selection rate (54.2%) for workers who have a high job satisfaction versus (38.3%) for workers with lower job satisfaction, this proves the existence of the moral influence for job satisfaction as an intermediate variable between distributive justice and organizational commitment.



The dependent variable	Organisational commitment for employees who have a low perceptions of job satisfaction			Organisational commitment for employees who have a high perceptions of job satisfaction		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Independent variables						
Distributive justice	0.08	0.09	5.43	0.52	0.02	11.13*
coefficient of determination $R^2$	38.3%			54.2%		
F value	65			92.14		
Sig	0.014			0.001		

\* Indicates a relationship of statistical significance of the degree of confidence of 99%

Table 4.26 Comparison Result

Test hypothesis nine:

The goal of the hypothesis no nine is to test the impact of procedural justice on the organizational commitment through job satisfaction as a mediate variable among workers in the six Syrian organisations.

$H_0$ : procedural justice has no impact on organizational commitment through job satisfaction as a mediate variable.

$H_1$ : procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.

To test the validity of the hypotheses no nine, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (procedural justice) on dependent variable (organizational commitment), while in the second model (reduced model) the researcher entered the intermediate variable (job satisfaction) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between job



satisfaction (as intermediate variable ) and procedural justice in their influence on organizational commitment.

The formulation of the models for the study as following:

$$OC = \beta_0 + \beta_1PJ + e_i \text{ (base model)}$$

$$OC = \beta_0 + \beta_1PJ + \beta_2JS + e_i \text{ (reduced model)}$$

$$OC = \beta_0 + \beta_1PJ + \beta_2JS + \beta_3PJ.JS + e_i \text{ (full model)}$$

Where: OC: the dependent variable (organizational commitment).

PJ: the independent variable (procedural justice).

JS: the intermediate variable (job satisfaction).

PJ. JS: the mediator effect of job satisfaction in connection with the procedural justice with organizational commitment.

The findings revealed as shown in table 4.27 that the basic model is statistically significant as the value of F is equal to (6) when the degree of confidence reached (99%), also the results shows in the table below a significant impact of procedural justice (a positive direct correlation), on organizational commitment, as the value of coefficient of determination rate (16.3%), and this means that the procedural justice explain the percentage of (16.3%) of the changes that occur in organizational commitment.

	Regression coefficient
Procedural justice (x)	$\beta_1 = 0.07$ (p <0.05) $\beta_0 = 1.37$ (p <0.05)
Coefficient of determination $R^2$	16.3%
F value	6
Sig	0.05
t Statistic	6.26*
Sig	0.00

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.27 Regression result (Hypothesis 9) base model*

The findings revealed as shown in table 4.28 that the Reduced model is statistically significant as the value of F is equal to (83.3) when the degree of confidence reached (99%), also the results shows in the table below that introducing job satisfaction as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (43.4%) with an increase (27.1%) compared to the base model, the results also suggest as shown in the table (according to T test) significant direct impact of job satisfaction as an independent variable in the model on organizational commitment at the degree of confidence more than (99%), and noted that there is a positive direct correlation between job satisfaction and organizational commitment (a positive regression coefficient).  $P=0.001<0.05$



	Regression coefficient
Procedural justice $x_1$	$\beta_1 = 0.09$ (p < 0.05)
Job satisfaction $x_2$	$\beta_2 = 0.027$
	$\beta_0 = (p < 0.05)$
Coefficient of determination $R^2$	43.4%
F value	83.8
Sig	0.006
$t$ Statistic $x_1$	5.54*
$t$ Statistic $x_2$	13*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.28 Regression result (Hypothesis 9) reduced model*

While the results revealed that the full model table 4.29 was also statistically significant as the value of F is equal (87.4) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (48.6%), with an increase of (5.2%) compared to the reduced model. This underlines the significant influence of job satisfaction as a variable and mediator on the relationship between procedural justice and organizational commitment.  $P=0.003<0.05$

	Regression coefficient
Procedural justice $x_1$	$\beta_1=0.08$ (p <0.05)
Job satisfaction $x_2$	$\beta_2 =0.22$
Interactions between PJ and JS $x_3$	$\beta_3 =0.12$ $\beta_0 = 3.34$ ( p <0.05)
Coefficient of determination $R^2$	48.6%
F value	87.4
Sig	0.002
$t$ Statistic $x_1$	2.15
$t$ Statistic $x_2$	3.11
$t$ Statistic $x_3$	9.35*
Sig	0.003

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.29 Regression result (Hypothesis 9) full model*

We reject the null hypotheses (p<0.05) and conclude that procedural justice has an impact on the organizational commitment through job satisfaction as a mediate variable

To certify the impact of job satisfaction as an intermediate variable between procedural justice and organizational commitment in organizations, the researcher conducted regression analysis for the relationship of procedural justice and organizational commitment for all employees who have a high job satisfaction and another for those with low job satisfaction, as was shown in table 4.30.

The results shows that the procedural justice has more influence on organizational commitment for workers who have a high job satisfaction than those with lower job satisfaction, where the coefficient selection rate (56.1%) for workers who have a high job satisfaction versus (40.2%) for workers with lower job satisfaction, this proves the existence of the moral influence for job satisfaction as an intermediate variable between procedural justice and organizational commitment.



The dependent variable	Organisational commitment for employees who have a low job satisfaction			Organisational commitment for employees who have a high job satisfaction		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Procedural justice	0.09	0.11	3.35	0.49	0.01	14.22*
coefficient of determination $R^2$	40.2%			56.1%		
F value	58.22			87.16		
Sig	0.018			0.003		

\* Indicates a relationship of statistical significance of the degree of confidence of 99%

Table 4.30 Comparison Result

Test hypothesis ten:

The goal of the hypothesis no ten is to test the impact of interactional justice on the organizational commitment through job satisfaction as a mediate variable among workers in the six Syrian organisations.

$H_0$ : interactional justice has no impact on organizational commitment through job satisfaction as a mediate variable.

$H_1$ : interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.

To test the validity of the hypotheses no ten, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (Interactional Justice) on dependent variable (organizational commitment), while in the second model (reduced model) the researcher entered the intermediate variable (job satisfaction) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between job



satisfaction (as intermediate variable ) and interactional justice in their influence on organizational commitment. The formulation of the models for the study as following:

$OC = \beta_0 + \beta_1IJ + e_i$  (base model)  
 $OC = \beta_0 + \beta_1IJ + \beta_2JS + e_i$  (reduced model)  
 $OC = \beta_0 + \beta_1IJ + \beta_2JS + \beta_3IJ.JS + e_i$  (full model)

Where OC: the dependent variable (organizational commitment).

IJ: the independent variable (interactional justice).

JS: the intermediate variable (job satisfaction).

IJ. JS: the mediator effect of job satisfaction in connection with the interactional justice with organizational commitment.

The findings revealed as shown in table 4.31 that the basic model is statistically significant as the value of F is equal to (78.6) when the degree of confidence reached (99%), also the results shows in the table below a significant impact of interactional justice (a positive direct correlation), on organizational commitment, as the value of coefficient of determination rate (22.1%), and this means that the interactional justice explain the percentage of (22.1%) of the changes that occur in organizational commitment. This is consistent with many previous studies, where the study (List all previous studies about this relationship and interpretation).  
 $P=0.008<0.05$

	Regression coefficient
Interactional justice (x)	$\beta_1= 0.13$ (p <0.05) $\beta_0 = 1.78$ ( p <0.05)
Coefficient of determination $R^2$	22.1%
F value	78.6
Sig	0.04
t Statistic	12.45*
Sig	0.008

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

Table 4.31 Regression result (Hypothesis 10) base model



The findings revealed as shown in table 4.32 that the Reduced model is statistically significant as the value of F is equal to (72.7) when the degree of confidence reached (99%), also the results shows in the table below that introducing job satisfaction as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (39.3%) with an increase (17.2%) compared to the base model, the results also suggest as shown in the table (according to T test) significant direct impact of job satisfaction as an independent variable in the model on organizational commitment at the degree of confidence more than (99%), and noted that there is a positive direct correlation between job satisfaction and organizational commitment (a positive regression coefficient).  $P= 0.001<0.05$

	Regression coefficient
Interactional justice $x_1$	$\beta_1= 0.15$ (p <0.05)
Job satisfaction $x_2$	$\beta_2= 0.22$
	$\beta_0 = 2.53$ ( p <0.05)
Coefficient of determination $R^2$	39.3%
F value	72.7
Sig	0.006
t Statistic $x_1$	7.32*
t Statistic $x_2$	15.67*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

*Table 4.32 Regression result (Hypothesis 10) reduced model*

While the results revealed that the full model table 4.33 was also statistically significant as the value of F is equal (123.5) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (44.3%), with an increase of (5 %) compared to the reduced model. This underlines the significant influence of job satisfaction as a variable and mediator on the relationship between interactional justice and organizational commitment.  $P= 0.007<0.05$

	Regression coefficient
Interactional justice $x_1$	$\beta_1=0.04$ (p <0.05)
Job satisfaction $x_2$	$\beta_2 =0.16$
Interactions between IJ and JS $x_3$	$\beta_3 =0.17$
	$\beta_0 = 2.79$ ( p <0.05)
Coefficient of determination $R^2$	44,3%
F value	123.5
Sig	0.004
$t$ Statistic $x_1$	4.13
$t$ Statistic $x_2$	2.42
$t$ Statistic $x_3$	8.38*
Sig	0.007

\* Indicates a relationship of statistical significance of the degree of confidence of 99%.

*Table 4.33 Regression result (Hypothesis 10) full model*

We reject the null hypotheses (p<0.05) and conclude that interactional justice has an impact on the organizational commitment through job satisfaction as a mediate variable

To certify the impact of job satisfaction as an intermediate variable between interactional justice and organizational commitment in organizations, the researcher conducted regression analysis for the relationship of interactional justice and organizational commitment for all employees who have a high job satisfaction and another for those with low job satisfaction, as was shown in table 4.34.

The results shows that the interactional justice has more influence on organizational commitment for workers who have a high job satisfaction than those with lower job satisfaction, where the coefficient selection rate (51.6%) for workers who have a high job satisfaction versus (33.9%) for workers with lower job satisfaction, this proves the existence of the moral influence for job satisfaction as an intermediate variable between interactional justice and organizational commitment.



The dependent variable	Organisational commitment for employees who have a low job satisfaction			Organisational commitment for employees who have a high job satisfaction		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Interactional justice	0.03	0.17	1.36	0.29	0.00	13.12*
coefficient of determination $R^2$	33.9%			51.6%		
F value	62.57			92.24		
Sig	0.13			0.000		

\* Indicates a relationship of statistical significance of the degree of confidence of 99%

Table 4.34 Comparison Result

Test hypothesis eleven:

The goal of the hypothesis no eleven is to test the impact organizational justice in its three dimensions (distributive, procedural and interactive) on organizational commitment among workers in the six Syrian organizations.

$H_0$ : organizational justice is not positively related to organizational commitment

$H_1$ : organizational justice is positively related to organizational commitment

In order to achieve this goal the researcher conducted a regression analysis between organizational justice as an independent variable and organizational commitment as a dependent variable.

Table 4.35 shows the result of the regression model which was conducted to test the hypothesis no eleven. The results revealed the fact that 23.1%( $R^2$ ) of the variation of organizational commitment is measured by organizational justice. The remaining 76.9% is due to other factors such as leadership, job satisfaction, trust ...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.



$H_0: \beta_1 = 0$  No linear relationship between organizational commitment and organizational justice.  
 $H_1: \beta_1 \neq 0$   
 = There is linear relationship between organizational commitment and organizational justice.

The p value = (0.001) for the  $\beta_1$  shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between job satisfaction and organizational justice.

Similarly,  $\beta_1$  is significantly different from zero in this model and  $p= 0.001 (< 0.05)$ .

	Regression coefficient
Organizational justice (x)	$\beta_1$ (p <0.05)
Distributive justice	$\beta_1= 0.07$
Procedural justice	$\beta_1= 0.09$
Interactional Justice	$\beta_1= 0.10$
	$\beta_0 = 1.80$ ( p <0.05)
Coefficient of determination $R^2$	23.1%
F value	87.2
Sig	0.03
t Statistic Distributive justice	11.67*
t Statistic Procedural justice	6.15*
t Statistic Interactional Justice	4.53*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

Table 4.35 Regression result (Hypothesis 11)

To check the significance of the regression using the F- distribution, the following hypothesis was tested.



$$H_0: \beta_1$$

$= 0$  (*organizational commitment does not depends on organizational justice*)

$H_1 : \beta_1 \neq 0$  (*organizational commitment does depends on organizational justice*)

According to the Table 4.35, the observed F value is 87.2 ( $p = 0.03$ ) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the job satisfaction does depends on organizational justice.

On the basis of the result the following regression model has been generated

$$\text{organizational commitment} = \beta_0 + \beta_1 \text{organizational justice}$$

### **Test hypothesis twelve:**

The goal of the hypothesis no twelve is to test the impact of transformational leadership on the organizational commitment among workers in the six Syrian organisations.

$H_0$ : transformational leadership is not positively related to organizational commitment

$H_1$ : transformational leadership is positively related to organizational commitment

In order to achieve this goal the researcher conducted a regression analysis between transformational leadership as an independent variable and organizational commitment as a dependent variable.

Table 4.36 shows the result of the regression model which was conducted to test the hypothesis no twelve. The results revealed the fact that 18.4% ( $R^2$ ) of the variation of organizational commitment is measured by transformational leadership. The remaining 81.6% is due to other factors such as organizational justice, job satisfaction, trust ...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.

$H_0: \beta_1 = 0$  No linear relationship between organizational commitment and transformational leadership.

$H_1: \beta_1 \neq 0$   
= There is linear relationship between organizational commitment and transformational leadership

The p value (0.08) for the  $\beta_1$  shows that there is strong evidence to reject the null hypothesis and conclude that there is a linear relationship between organizational commitment and transformational leadership.

Similarly,  $\beta_1$  is significantly different from zero in this model since  $t = 3.45$  and  $p = 0.008 (< 0.05)$ .

	Regression coefficient
Transformational leadership (x)	$\beta_1 = 0.07$ (p < 0.05) $\beta_0 = 1.18$ (p < 0.05)
Coefficient of determination $R^2$	18.4%
F value	67.3
Sig	0.04
t Statistic	3.45*
Sig	0.008

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

Table 4.36 Regression result (Hypothesis 12)

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$H_0: \beta_1 = 0$  (organizational commitment does not depends on transformational leadership)

$H_1: \beta_1 \neq 0$  (organizational commitment does depends on transformational leadership)

According to the Table 4.36, t he observed F value is 67.3 (p = 0.04) which means, there is a very strong evidence to reject the null hypothesis and accept the alternative. This concluded the fact that the organizational commitment does depends on transformational leadership.

On the basis of the result the following regression model has been generated



$$\text{orgaizational commitment} = \beta_0 + \beta_1 \text{transformational leadership}$$

### **Test hypothesis thirteen:**

The goal of the hypothesis no thirteen is to test the impact of transactional leadership on the organizational commitment among workers in the six Syrian organisations.

$H_0$ : transactional leadership is not positively related to organizational commitment

$H_1$ : transactional leadership is positively related to organizational commitment

In order to achieve this goal the researcher conducted a regression analysis between transactional leadership as an independent variable and organizational commitment as a dependent variable.

Table 4.37 shows the result of the regression model which was conducted to test the hypothesis no thirteen. The results revealed the fact that 14.3% ( $R^2$ ) of the variation of organizational commitment is measured by transactional leadership. The remaining 85.7% is due to other factors such as organizational justice, job satisfaction, trust...etc.

To test whether  $\beta_1$  is statistically significant or not the following hypothesis was being tested.

$H_0: \beta_1 = 0$  No linear relationship between organizational commitment and transactional leadership.

$H_1: \beta_1 \neq 0$   
= There is linear relationship between organizational commitment and transactional leadership

The p value (0.07) lead us to accept the null hypothesis and conclude that there is no linear relationship between organizational commitment and transformational leadership.

Similarly,  $\beta_1$  is significantly different from zero in this model since  $t = 3.53$  and  $p = 0.07 > 0.05$ ).

	Regression coefficient
Transactional Leadership (x)	$\beta_1 = 0.04$ (p < 0.05)
	$\beta_0 = 1.08$ (p < 0.05)
Coefficient of determination $R^2$	14.3%
F value	21.5
Sig	0.11
t Statistic	3.53
Sig	0.07

**Table 4.37 Regression result (Hypothesis 13)**

To check the significance of the regression using the F- distribution, the following hypothesis was tested.

$$H_0: \beta_1$$

$= 0$  (*organizational commitment does not depends on transactional leadership*)

$H_1 : \beta_1 \neq 0$  (*organizational commitment does depends on transactional leadership*)

According to the Table 4.37, the observed F value is 21.5 (p = 0.11) which means, there is a very strong evidence to accept the null hypothesis. This concluded the fact that the organizational commitment does not depends on transactional leadership.

#### **Test hypothesis fourteen:**

The goal of the hypothesis no fourteen is to test the impact of transformational leadership on the organizational commitment through interactional justice as a mediate variable among workers in the six Syrian organisations.

$H_0$ : transformational leadership has an impact on organizational commitment through interactional justice as a mediate variable.

$H_1$ : transformational leadership has an impact on organizational commitment through interactional justice as a mediate variable.



To test the validity of the hypotheses no fourteen, the researcher used the hierarchical moderated regression analyses using SPSS18 statistical program. The assessment will be based on three models, the first model (base model) would test the significant direct impact of the independent variable (transformational leadership) on dependent variable (organizational commitment) depending on what is shown in Table 4.36, while in the second model (reduced model) the researcher entered the intermediate variable (interactional justice) to test the direct impact of this variable on the model, while the third model (full model) aims to test the effect of the interaction between interactional justice (as intermediate variable ) and transformational leadership in their influence on organizational commitment.

The formulation of the models for the study as following:

$$OC = \beta_0 + \beta_1TFL + e_i \text{ (base model)}$$

$$OC = \beta_0 + \beta_1TFL + \beta_2IJ + e_i \text{ (reduced model)}$$

$$OC = \beta_0 + \beta_1TFL + \beta_2IJ + \beta_3TFL.IJ + e_i \text{ (full model)}$$

Where:

- OC: the dependent variable (organizational commitment).
- TFL: the independent variable (transformational leadership).
- IJ: mediator variable (interactive justice).
- TFL. IJ: the mediator effect of interactional justice in connection with the transformational leadership with organizational commitment.

The findings revealed as shown in table 4.38 that the Reduced model is statistically significant, as the value of F is equal to (56.3) when the degree of confidence reached (99%), also the results shows in the table below that introducing interactional justice as independent variable in the model led to higher estimated explanatory for the model , where the value of coefficient of determination rate (24.7%) with an increase (6.3%) compared to the base model, the results also suggest as shown in the table (according to T test) significant direct impact of interactional justice as an independent variable in the model on organizational commitment at the degree of confidence more than (99%), and noted that there is a positive direct correlation between interactional justice and organizational commitment (a positive regression coefficient).  $P=0.001<0.05$

	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.11$ (p < 0.05)
Interactional justice $x_2$	$\beta_2 = 0.18$
	$\beta_0 = 1.78$ (p < 0.05)
Coefficient of determination $R^2$	24.7%
F value	56.3
Sig	0.008
t Statistic $x_1$	5.17*
t Statistic $x_2$	8.11*
Sig	0.001

\*Indicates a statistically significant relationship at the level of confidence of more than 99%.

**Table 4.38 Regression result (Hypothesis 14) reduced model**

While the results revealed that the full model table 4.39 was also statistically significant as the value of F is equal (106.4) when the degree of confidence more than (99%), and the results indicate that introducing intermediate variable in the model has led to higher estimated explanatory of the form, as the value coefficient of determination rate is (29.2%), with an increase of (4.5 %) compared to the reduced model. This underlines the significant influence of interactional justice as a variable and mediator on the relationship between transformational leadership and organizational commitment.  $P = 0.007 < 0.05$



	Regression coefficient
Transformational leadership $x_1$	$\beta_1 = 0.12$ ( $p < 0.05$ )
Interactional justice $x_2$	$\beta_2 = 0.08$
Interaction between Transformational leadership and Interactional justice $x_3$	$\beta_3 = 0.21$
	$\beta_0 = 1.78$ ( $p < 0.05$ )
Coefficient of determination $R^2$	29.2%
F value	106.4
Sig	0.000
$t$ Statistic transformational leadership	2.11
$t$ Statistic interactional justice	3.15
$t$ Statistic Interaction between Transformational leadership and Interactional justice	12.32*
Sig	0.007

\*Indicates a statistically significant relationship at the level of confidence of more than 95%.

**Table 4.39 Regression result (Hypothesis 14) full model**

We reject the null hypotheses ( $p < 0.05$ ) and conclude that transformational leadership has an impact on the organizational commitment through interactional justice as a mediate variable

To certify the impact of interactional justice as an intermediate variable between transformational leadership and organizational commitment in organizations, the researcher conducted regression analysis for the relationship of transformational leadership and organizational commitment for all employees who have a high interactional justice and another for those with low interactional justice, as was shown in table 4.40.

The results shows that the transformational leadership has more influence on organizational commitment for workers who have a high interactional justice than those with lower interactional justice, where the coefficient selection rate (46.3%) for workers who have a high interactional justice versus (29.2%) for workers with lower interactional justice, this proves



the existence of the moral influence for interactional justice as an intermediate variable between transformational and organizational commitment.

The dependent variable	Organisational commitment for employees who have a low interactional justice			Organisational commitment for employees who have a high interactional justice		
	Regression coefficient	Standard error	T value	Regression coefficient	Standard error	T value
Independent variables						
Transformational leadership	0.12	0.22	2.45	0.32	0.000	15.22*
coefficient of determination $R^2$		29.2%			46.3%	
F value		51.22			88.45	
Sig		0.13			0.000	

\* Indicates a relationship of statistical significance of the degree of confidence of 99%

Table 4.40 Comparison Result

### 4.4 Test the Models

To test the models of the study, the researcher relied on the method of Linear Structural Relations (LISREL), by using the statistical program Statistica.5.5 This method consists of two interrelated models: the first is known as Measurement Model, and the second as Structural Model, (Currivan, 1999). Through the Confirmatory Factor Analysis (CFA), the measurement model concentrates on the proposed relationships between the manifest (observed) indicators and latent (theoretical), while the structural model concentrates on the hypothesized relationship among latent constructs (theoretical concepts), along with taking into consideration the measurement errors, and controlling the exogenous variables that may affect on the variables of the relationships.

In the light of the results from the confirmatory factor analysis, and the structural relations analysis, each of the measurement model and the model of structural relations are evaluated through Chi-Square, and the Root Mean Square Residual (RMSR). In addition, a set of GFIs (Goodness of Fit Index) that assign in accordance with the measurement model, the extent and quality of homogeneity of the shown data in relation to the concepts to be analysed, while the general model of structural relations measures the extent and quality of



homogeneity of the substitute models linking transformational and transactional leadership to organizational commitment.

Currivan (1999) indicates that the drop in Chi-Square value indicates the quality of homogeneity of the model to the shown data. In order to overcome the partiality of Chi-Square in relation to the size of the specimen, in addition to the Chi-Square test, the Bentler's Comparative Fit Index was used, where the model of the relations subject of the test is accepted if the value of this indicator is more than 85% (Bentler, 1990).

In addition to that, the significant of structural variables coefficients reflects the direction of the relation (precedence). It also indicates that whenever the value of the AGFI (Adjusted Goodness of Fit Index) increases more than (0.90), this would indicate the quality of harmonizing the model to the relation subject of the test, while Bentler & Bonetts (1980) indicate that the Normed Fit Index (NFI), which measures the relative improvement in the quality of homogeneity of the model subject of the test by comparison with an assigned norm, or other model, must be more than (0.90). Muliak and Brett (1982) see the necessity of amending that index (quality of normative proportion) in the light of freedom degrees, which is known as Parsimonious Fit Index (PFI).

Finally, Currivan (1999) sees that the quality of harmonizing the location of the test will be acceptable and good statistically whenever the value of (RMSR) is less than (0.05). By using the Maximum Likelihood method, and through LISREL, each of the measurement model and the structural model was analyzed so as to test the precision of measuring the practical observations to these theoretical concepts and to assign the best models that interpret the relationship of transformational and transactional leadership relation to organizational commitment.

Here are the results of the statistical analysis:

Figure 4.8 The Main Model

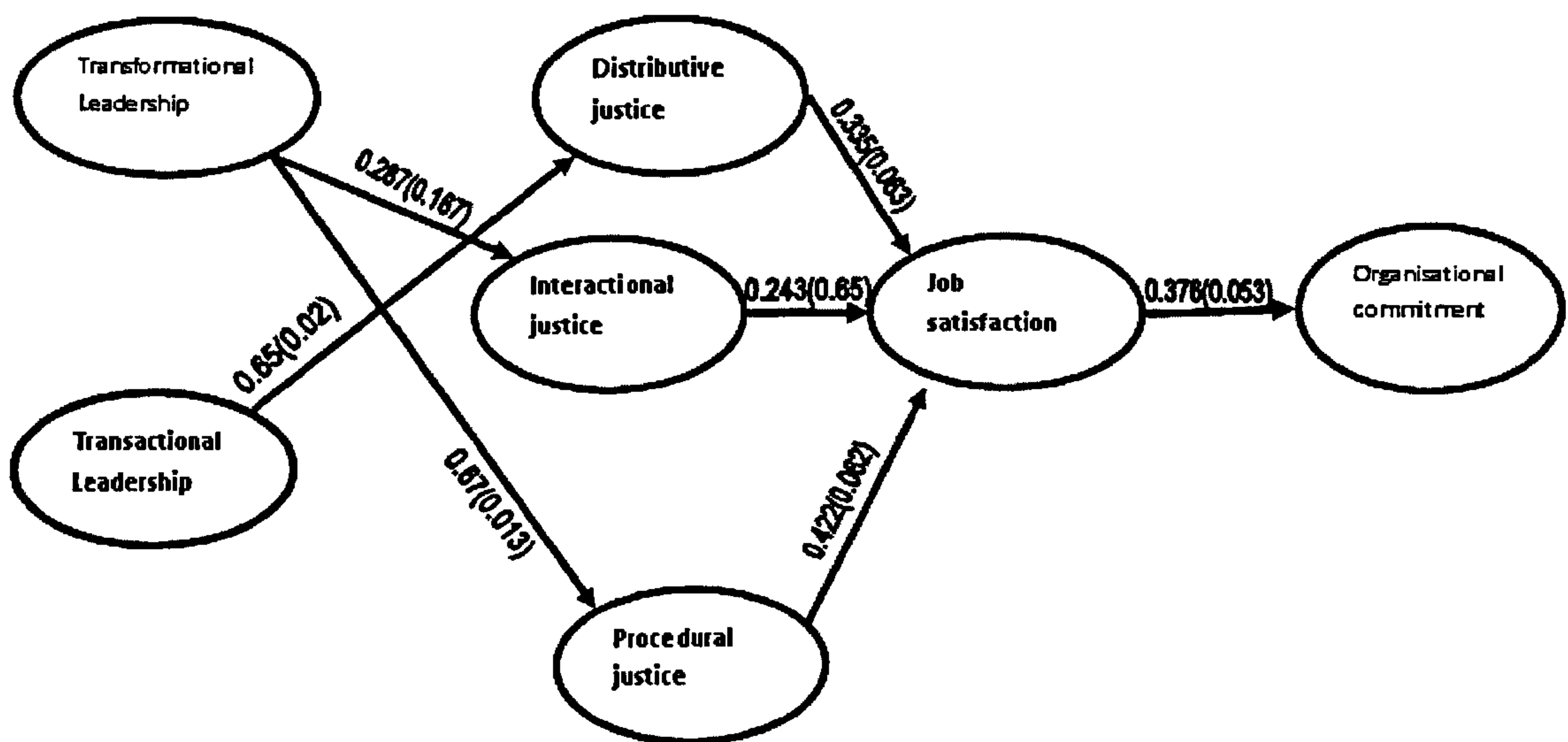


Figure 4.8: Main Model

Studied Variables	Path Coefficients	standard Error	T Value	T significant
Transformational leadership ⇨ Procedural justice	0.057	0.013	1.47	0.003
Transformational leadership⇨ Interactional justice	0.287	0.167	2.23	0.000
Transactional leadership ⇨ Distributinal justice	0.625	0.042	3.67	0.001
Distributinal justice ⇨ job satisfaction	0.335	0.063	2.45	0.000
Procedural justice ⇨ job Satisfaction	0.422	0.062	5.22	0.002
Interactive justice⇨ job Satisfaction	0.243	0.065	4.67	0.001
Job Satisfaction ⇨ organizational Commitment.	0.376	0.053	3.89	0.000
Chi-Square			94.22	
GFI			0.904	
AGFI			0.823	
RMSR			0.018	
NFI			0.834	
CFI			0.924	
PFI			0.913	

Table 4.41 Model one testing

The results mentioned in table 4.41 as illustrated in figure 4.8 reveal a relatively low homogeneity quality of the main model of the study. In spite of the fact that most of GFIs were equal to the assigned standards or exceed them, the drop in the value of (AGFI) and (NFI) less than the minimum limit led to a relative over all drop in the homogeneity quality of the model. The results indicate a drop in the value of Chi-Square which amounted to 94.22, while the value of Bentler's CFI amounted to 0.924), while the value of GFI amounted



to0.904. In addition to that, the results showed a drop in RMSR less than the minimum limit of 0.05, as it amounted to 0.018.

Finally, the results indicate to a rise in the value of the PFI, less than the minimum limit of 0.9, as it amounted 0.913. As related to the Path coefficients, the results revealed the significant of all the paths, but the reason in this relative drop in the quality of model homogeneity is, as we mentioned earlier, the drop in the value of (AGFI) and (NFI) being less than the minimum limit, where they amounted 0.823 and 0.834, respectively.

Figure 4.9 The First Alternative Model: Model Two

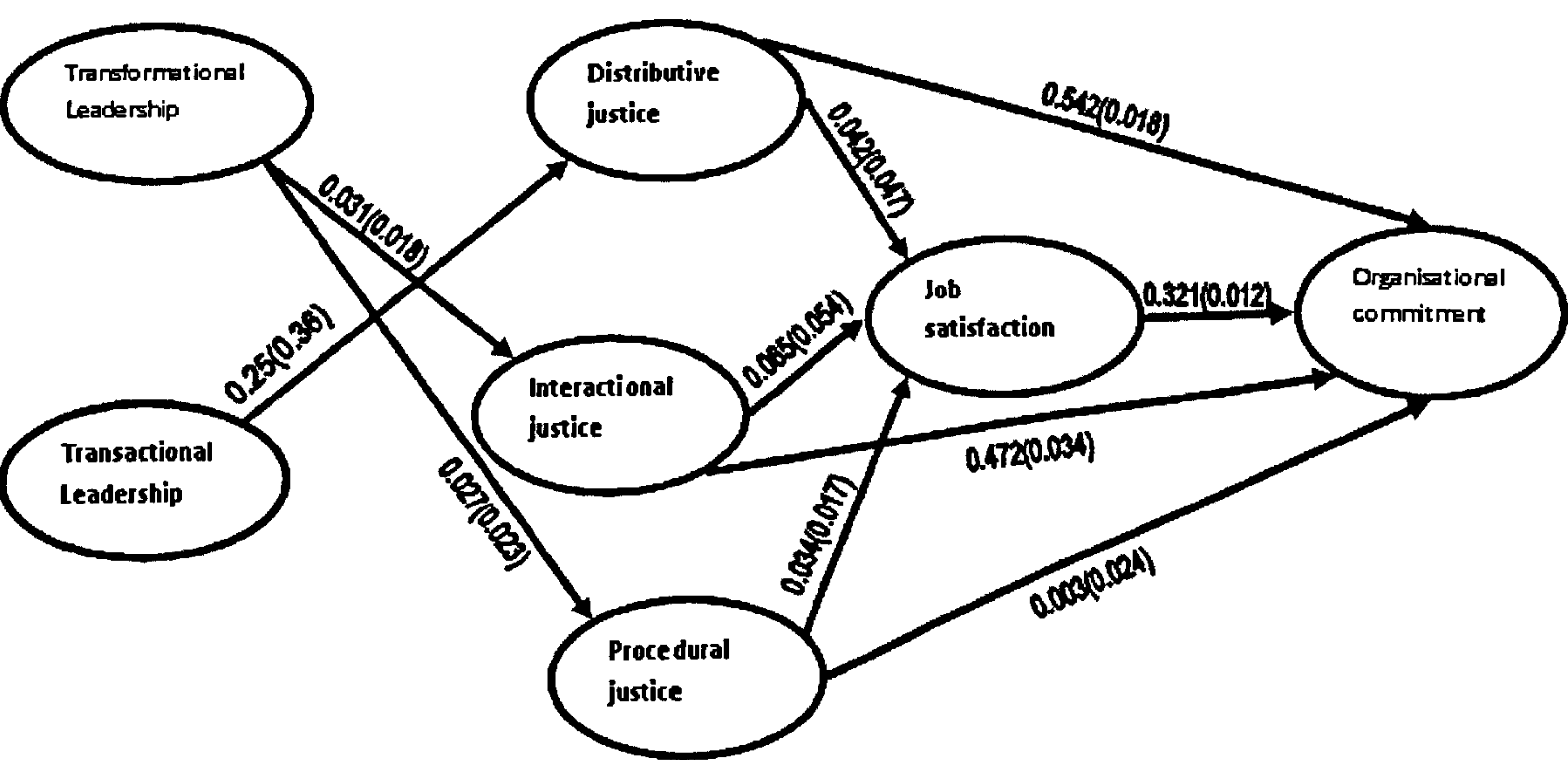


Figure 4.9: Model two

Studied Variables	Path Coefficients	standard Error	T Value	T significant
Transformational leadership ⇨ Procedural justice	0.027	0.023	0.324	0.002
Transformational leadership ⇨ Interactional justice	0.031	0.018	0.227	0.000
Transactional leadership⇨ Distributinal justice	0.225	0.036	3.130	0.001
Distributinal justice ⇨ Job satisfaction	0.042	0.047	2.456	0.003
Procedural justice⇨ Job Satisfaction	0.034	0.017	1.675	0.000
Interactive justice⇨ Job Satisfaction	0.065	0.054	3.765	0.001
Distributive justice⇨ Organizational Commitment	0.542	0.018	0.663	0.237
Procedural justice⇨ Organizational Commitment	0.033	0.024	2.764	0.465

Interactional justice $\Rightarrow$ Organizational Commitment	0.472	0.034	1.324	0.002
Job Satisfaction $\Rightarrow$ Organizational Commitment	0.321	0.012	2.212	0.000
Chi-Square			95.23	
GFI			0.882	
AGFI			0.826	
RMSR			0.014	
NFI			0.846	
CFI			0.912	
PFI			0.921	

*Table 4.42 Model two testing*

The results mentioned in table 4.42 and illustrated in figure 4.9 led to three new paths being added to the main model so as to test the direct relationship between distributive, procedural, and interactive justice, on the one hand, and organizational commitment, on the other hand. This did not improve the quality of homogeneity of the model; on the contrary, they led to drop in the value of some GFIs below the minimum limit.

The results indicate a slight rise in the value of Chi-Square, which amounted to 95.23 and a slight drop in the value of Bentler's CFI, which amounted to 0.912. There was also a drop in the value of GFI below the minimum limit of 0.9, where it amounted to 0.882. In addition, the results reveal a drop in (RMSR) below the minimum limit of 0.05, where it amounted to 0.014.

Finally, the results indicate a relative rise in the PFI, where it amounted to 0.921. It is also noticed that the value of each of AGFI and NFI are still less than the minimum limit, where the value of each of them amounted to 0.826 and 0.846 respectively. This confirms that the addition of these relationship paths to the model, especially the relationship of each of the distributive and procedural justices with organizational commitment, did not lead to improving the quality of model homogeneity. This fact led to the decision to exclude them from the main model to be used for analysis.

What confirms the necessity of their exclusion from the model is the fact that the significant of all the paths in the model were upheld, except for these two paths that test the direct relationship between distributive or procedural justices and organizational commitment, where the significant for each of them amounted to 0.237 and 0.465, according to T value which amounted to 0.663 and 2.764 respectively.



Figure 4.10 The Second Alternative Model: Model Three

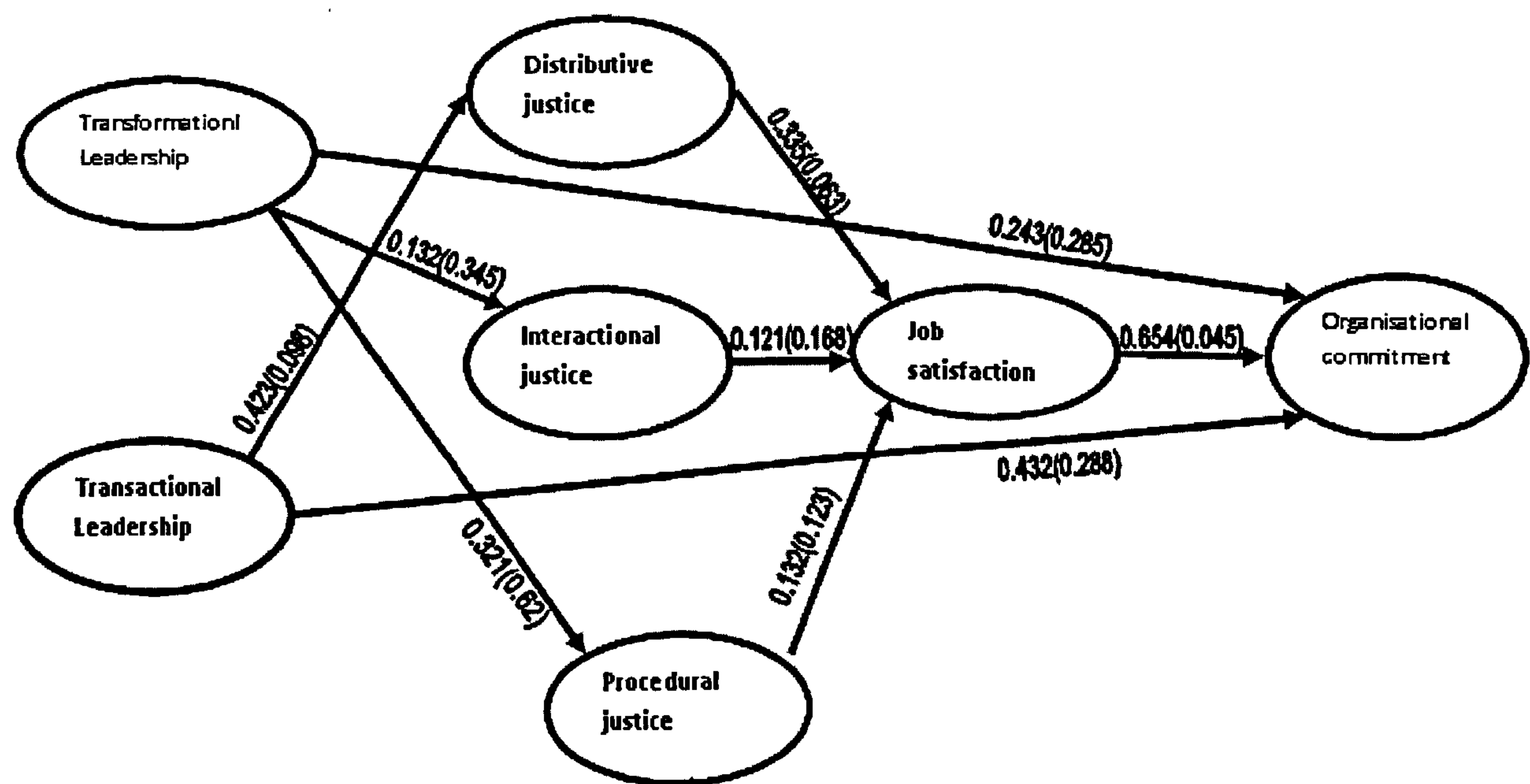


Figure 4.10: Model Three

Studied Variables	Path Coefficients	standard Error	T Value	T significant
Transformational leadership⇒Procedural justice	0.321	0.062	1.247	0.004
Transformational leadership⇒Interactive justice	0.132	0.345	2.148	0.000
Transactional leadership⇒Distributive justice	0.423	0.098	0.268	0.006
Distributive justice ⇒Job satisfaction	0.564	0.212	1.245	0.001
Procedural justice⇒Job Satisfaction	0.132	0.123	1.206	0.009
Interactive justice⇒Job Satisfaction	0.121	0.168	0.346	0.003
Transformational leadership⇒Organizational commitment	0.243	0.285	4.215	0.000
Transactional leadership⇒Organizational Commitment	0.423	0.288	2.364	0.675
Job Satisfaction⇒Organizational Commitment	0.654	0.045	5.686	0.002
Chi-Square		134.56		
GFI		0.764		
AGFI		0.705		
RMSR		0.132		
NFI		0.713		
CFI		0.732		
PFI		0.605		

Table 4.43 Model three testing

The results mentioned in table 4.43 and in figure 4.10 reveal that adding two paths to the main model so as to test the direct relationship between the two types of leadership (transactional and transformational) and the organizational commitment reflected negatively on the quality of the model homogeneity in general.

The results indicate a slight rise in the value of Chi-Square, which amounted to 134.56 and this is confirmed by the drop in Bentler's Comparative Fit Index (CFI) which amounted to 0.732. In addition to that, rejecting the model outlined led to a drop in each of GFI and AGFI, where they amounted to 0.764 and 0.705 respectively. What is more, it also led to a rise in RMSR from the acceptable minimum limit of accepting the model (0.05); with an RMSR of 0.132.

Finally, the results showed a relative drop in each of NFI and PFI below the minimum limit of 0.9, where they amounted to 0.713 and 0.605. This confirms that the addition of these two relationship paths, especially the direct relationship between transactional leadership and organizational commitment, reflected negatively on the quality of model homogeneity in general, hence the need to exclude them from the model altogether.

What confirms the necessity of their exclusion from the model is the fact that the coefficients of all the paths in the model were significant, except for this path that tests the direct relationship between transactional leadership and organizational commitment, where the significant related to it amounted to 0.675, according to T value which amounted to 2.364.

Figure 4.11 The Third Alternative Model: Model Four



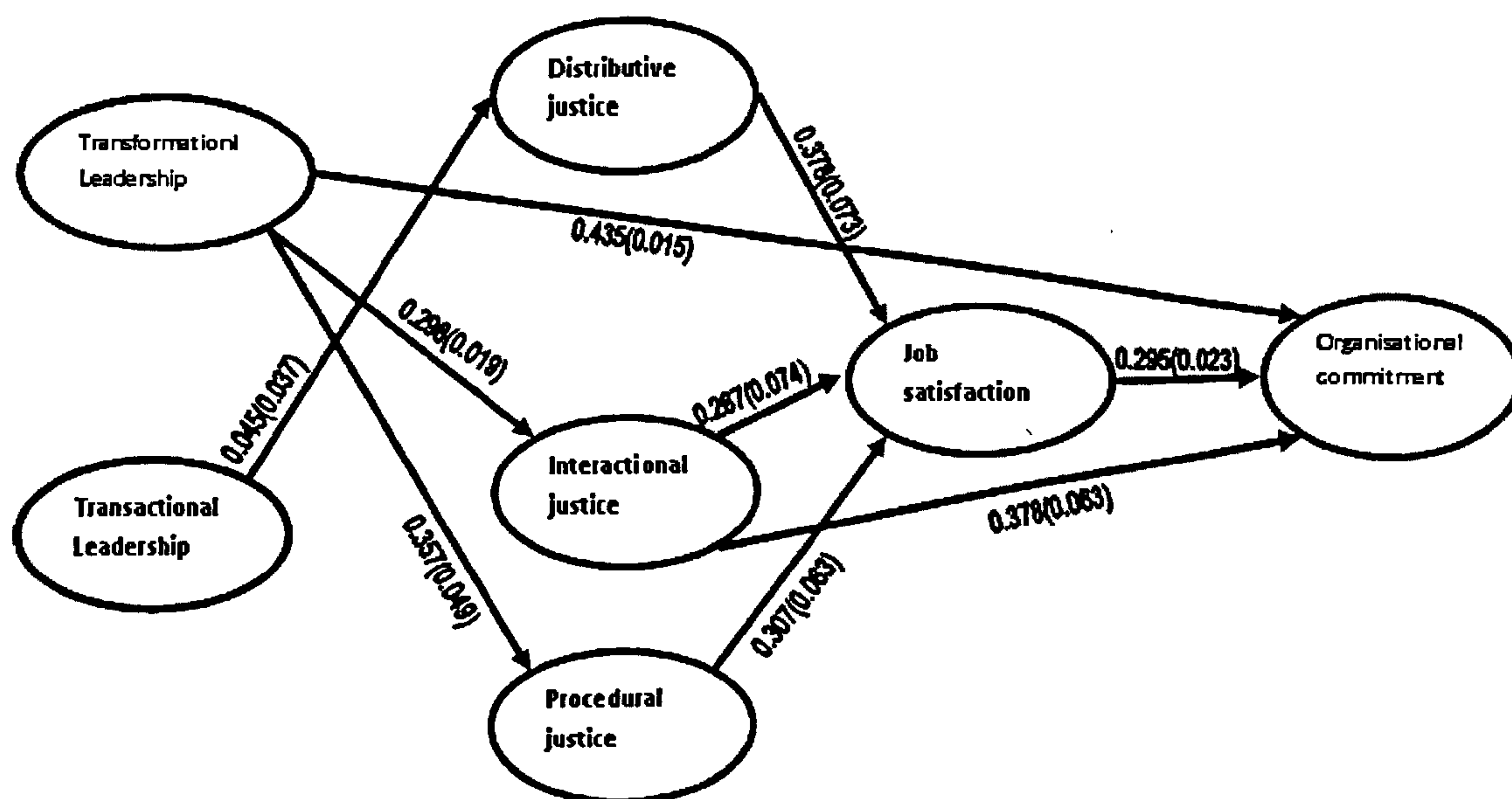


Figure 4.11: Model Four

Studied Variables	Path Coefficients	standard Error	T Value	T significant
Transformational leadership⇒ Procedural justice	0.357	0.049	0.356	0.002
Transformational leadership⇒ Interactive justice	0.298	0.019	2.125	0.000
Transactional leadership⇒ Distributive justice	0.045	0.037	4.218	0.000
Distributive justice ⇒ Job satisfaction	0.378	0.073	4.258	0.002
Procedural justice ⇒ Job Satisfaction.	0.307	0.063	3.987	0.004
Interactive justice⇒ Job Satisfaction.	0.267	0.074	5.324	0.000
Transformational leadership⇒ Organizational Commitment	0.435	0.015	1.248	0.003
Interactional justice ⇒ Organizational Commitment.	0.378	0.063	2.657	0.005
Job Satisfaction⇒ Organizational Commitment.	0.295	0.023	3.527	0.000
Chi-Square		61.25		
GFI		0.954		
AGFI		0.948		
RMSR		0.013		
NFI		0.966		
CFI		0.967		
PFI		0.958		

Table 4.44 Model four testing

The results mentioned in table 4.44 and in figure 4.11 reveal that adding two paths to the main model so as to test the direct relationship between the transformational leadership and

interactive justice, on the one hand, and organizational commitment on the other hand, led to a tangible improvement in the quality of the model homogeneity (compared with the main model).

The results indicate a remarkable drop in the value of Chi-Square, which amounted to 61.25, and to a rise in the value of the other indicators of homogeneity quality, where the value of Bentler's Comparative Fit Index (CFI) amounted to 0.967, while the value of each of GFI and AGFI amounted to 0.954 and 0.948 respectively. In addition to that, the results also reveal a drop in RMSR from the acceptable minimum limit for accepting the model (0.05), where it amounted to 0.013. The results indicate a rise in the PFI, where it amounted to 0.958. What confirms the quality of model homogeneity is the rise in the value of NFI less than the minimum limit requested to accept the model, where its value amounted to 0.966.

As related to the Path coefficients, the results revealed the significant of all the paths, including the two paths that test the direct relationship between the transformational leadership and interactive justice on the one hand, and organizational commitment on the other hand. This fact finally led confirming this particular model as the most acceptable model in its interpretation of the relationship between the leadership style and organizational commitment.

## **4.5. Organizational Commitment and Some of Demographic Variables:**

### ***4.5.1. Organizational Commitment and Gender***

Organizational commitment may differ with regard to gender. For this reason, the researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of both male and female respondents; this is shown in Table 4.45

Analysis of variance for comparison between organizational commitment for males and females



Gender	Mean	Number of participant	Standard Deviation
Male	3.98	346	0.52
Female	3.80	156	0.49
Total	3.92	502	0.52
F value		12.89	
Sig		0.000	

*Table 4.45 Organizational commitment and gender*

In table 4.45 the results revealed that the mean of organizational commitment were approximately equal for both males and females, 3.98 for males compared with 3.80 for females, at sig =0.000, the level of confidence of more than 99%. This means that according to the analysis of variance there is no substantial difference between males and females in terms of organizational commitment towards the organization they work for.

#### 4.5.2. Organizational Commitment and Years of Experience

Our aim is to test how organizational commitment may differ according to employees’ years of experience.

The researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of employees with different levels of expertise, as shown in Table 4.46.

Analysis of variance of organizational commitment in accordance with levels of work experience

Years of experience	Mean	Number of participant	standard deviation
1-4	2.84	256	0.52
5-10	3.55	177	0.60
More than 11	4.11	49	0.30
Total	3.5	502	0.52
F value		2.49	
Sig		0.000	

*Table 4.46 Organizational commitment and years of experience*

In table 4.46 the results shows that organizational commitment of the staff varies with varying levels of expertise, as the main of organizational commitment is 2.84 for the first category (1-4) years experience, and 3.55 for the second category (5-10) years, and 4.11 for

the third category (more than 11 years).The degree of confidence is more than 99%, and this means (according to the analysis of variance) that there is a fundamental difference between organizational commitment according to level of experience.

**4.5.3. Organizational Commitment and Age**

Organizational commitment may differ with regard to age. For this reason, the researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of both young participants 20 to 35 years old and older participants over 35; this is shown in Table 4.47

Analysis of variance for comparison between organizational commitment for young age and older age

Age	Mean	Number of participant	Standard Deviation
20-35	3.41	356	0.46
Over 35	4.17	146	0.39
Total	3.92	502	0.41
F value		18.46	
Sig		0.001	

*Table 4.47 Organizational commitment and Age*

In the previous table the results shows that organizational commitment in the older employees is greater compared to young employees (organizational commitment mean for older employees is 4.17 versus 3.41 among young employees). The degree of confidence is more than 99% and this means (according to analysis of variance) that there are fundamental differences between older and young employees in terms of the degree of organizational commitment towards the organization they work for.

**4.6. Results from Qualitative Approach**

In this section, the researcher explains the following: First, the background and profile of each studied organization. Second, the leadership, organizational justice, job satisfaction and organizational commitment of each studied organization would be provided according to the interviews with a top manager and two employees from each studied organization. Finally, the findings of the qualitative approach.



**4.6.1. Technolead** has been growing to become a leading provider of Total Automation Solutions in Syria since been established March 2002. It is a specialized trading company providing total automation products and solutions in various sectors including Oil & Gas, Power, Water/Waste Water, GSM, Food, Chemical, Cement, and Buildings. Technolead supports the following products: Measuring Instruments (Level measurement, Flow measurement, Pressure measurement, Liquid Analysis, Temperature, and Tank Gauging). SCADA, HMI, DCS, PLC, ESD, Surge Arrestors, Control Panels, Marshalling Cabinets are also among the products and solutions that they provide. Technolead exclusively represents reputable international companies including: Endress+Hauser, Phoenix Contact, Honeywell, Omron, Rittal, Citect, and others.

Technolead is a family business; there are currently four members of the Board of Trustees. Their responsibilities are overseeing the management of the Technolead and providing strategic guidance to the Senior Management. Decisions are made by the owners with help of the general manager who is one of the owners.

Technolead's Vision is to be the best system integration and total automation solutions provider in the Arab region.

Technolead is a medium-size organization and the number of employees is around 100. The organization chart is available in the appendix six.

**4.6.1.1. Leadership in Technolead:** The general manager defined leadership by saying: "The leader is the guy who makes sure the results are achieved; the good leader drives people willingly or by their wishes without forcing them or bushing them, and makes them strive to reach the expected results. Leadership is more about understanding: where you are, where you want to go, what the real results you want to reach are, understanding the people you have, the resources you have in your hand, and making sure you direct this in an effective way to reach to the wanted results. I am involved with people; it's the most important thing to be available for them, to inspire them, make sure they take the right decisions when face problems; I am responsible for finding solutions and applying them correctly".

He also add: "their is no steady process because: first, the nature of my company is changing and it is developing so the process has definitely to be developed; so, I am have to watch the operations; of course, I make sure that the employee are progressing, especially the key

people; if my key people are progressing well, they will never leave us. They will stay here; they are developed by training and improving their competences. As there is a shortage of professionals in Syria, they always have offers from our competitors; for this reason, keeping good relationships with the key employees is very important to keep them”.

In my point of view, in Technolead part of the role of the leader is shaped according to the position of the company during its development stages. This means that the role of the leader during the initial stage is different from his role during the latter stages (for example, the declining stage). During the first few years of the company, the leader was trying to motivate the employees, at the operation level, at the details but at the same time keeping an eye where the company wants to go in a long term, the leader was balancing this in his mind, and he was aware that market is very competitive and he should be closed to his key people.

Another point of view about the same subject was expressed by one of the employees. He said: “My manager always gives me a space of freedom to do my job. He does not give me a specific task; I allocate the tasks with my team. He only sees the results at the end”. We conclude from what they have said that the leadership style in Technolead is transformational. Their opinions contain many examples that prove this. For example, the leader mentioned “relationship with employee is very important”. From a transactional point of view, the leader only concentrates on the contract. This is not applicable in this company because it is obvious from what the interviewees have said that the manager gives priority to establishing good relationships with the employees and satisfying them. The manager also mentioned another point that supports our claim. He said: “part of my duty towards my people is to develop them socially, to improve them personally and even to make sure that they are happy with their families”. Since actions speak louder than words, he employed a part-time social consultant to help the employees socially and support them when their leader is absent. I have observed the employees’ satisfaction when they were talking to me in addition to the existence of the social consultant and I concluded that the leader’s words are meaningful and reliable because they are supported by what his employees said and by his actions.

**4.6.1.2. Organizational justice in Technolead:** the leader said: “I think that any kind of partnership will never remain or sustain without justice. That’s because justice is the balance between duties and the returns. From the employees’ point of view, they expect at least some rewards whether they are allowances, development, progress or having some advantages. In



Technolead we are more interested in interactional justice and distributive justice, but in the west they are more interested in distributive justice and procedural justice. In Syria, interactional justice is the most important justice for the Syrian employees, we rely on interactional justice to reach commitment, otherwise there is nothing else, nothing related to procedural or distribution, it is all about interactional justice". An employee also said "for middle east the relationship between manager and employees is important, in this organization we have a fair general manager, most employees like him because he cares about them, the salary is not bad but I prefer if I could have higher salary, but because the general manager is very nice with all employees and the job atmosphere is great it cover the low salary". According to the general manager and to some employees, between the three types of organizational justice interactional justice is the most important justice in this organization, from my observation and from interviews having good job atmosphere sometimes it cover the lack of distributive justice.

**4.6.1.3. Job satisfaction in Technolead:** the leader explained how he understands job satisfaction by saying: "job satisfaction is about if the leader is capable of satisfying all Maslow's hierarchy of needs". This explanation comes from the leader's own understanding of what he has learnt during his academic education. A different point of view about the same concept was expressed by one of the employees: "my satisfaction happens when I get enough salary. On the other hand, in this company I feel happy that we have a good environment, and the relationship between the manager and the employees is great, this part is very good here, but the salary should be better. Despite that, I am almost happy in my job". It is difficult to know if the leader of this organization has succeeded at satisfying all Maslow's hierarchy of needs of all the employees, but it is sufficient to know that he cares about it and works on satisfying them in different ways.

**4.6.1.4. Organizational commitment in Technolead:** an employee stated "my commitment first to my leader, second to the organization, my leader is equal to the company". The leader stated "we rely on interactional justice to reach commitment, otherwise there is nothing else, nothing related to procedural or distribution, it is all about interactional justice", he added "we have strong social influence, if any person wants to have a job in my company, it is important for me to know who knows him, and if he has a good reference from someone I know, and that might makes the employee more committed to his company". It is seems the relationship between the general manager who is a transformational leader and his employees

is too strong, and the employee commitment are coming from two points, the first one the general manager implementing transformational leadership style and the second one the importance of interactional justice in the company and in the general manager mind.

Another employee expressed his point of view by saying: “I do not expect that there will be a commitment to the organization without job satisfaction”. It is seems that if you are satisfied at your work your commitment will be higher.

**4.6.2. International Business Center CO-LTD (IBC)** is a privately owned Syrian company established in 1960. IBC operates in the Middle East with offices in Syria and Sudan. IBC has affiliations in Jordan, Saudi Arabia, Qatar, and Iraq. It is a Telecom and Power solutions company specializing in Telecom services and complete power solutions. As an equipment and services provider, IBC offers professional services and solutions for Power and Telecom businesses in the region. The total number of its employees is more than 200 employees.

IBC has a rich portfolio of products and services combined with skilled project management and engineering staff and many years of experience in executing large and medium scale projects

IBC’s Vision: To be recognized as a major regional player in the field of Telecom services and power solutions.

IBC’s Mission Statement:

- To provide outstanding services to our customers and to become their chosen partner .
- To exceed the expectations of our clients with our flexibility, creativity, innovation, and highly motivated workforce.
- To deliver high quality products and services at a low cost.

**4.6.2.1. Leadership in IBC:** the general manager explained how he understands leadership by saying: “leadership in IBC is about taking right decision in the right time, taking care of employees and being involved in their social life. With the new employees, I am a transactional leader, with the employees who has been working with me for a long period, I



am a transformational leader”. The leader claims that he is supported by his employees. This was supported by what a new employee who started her job two years ago because she said: “leadership in this organization is transactional”. On the other hand, an old employee who started his job twelve years ago said: “my leader gives me the target, and a space of freedom to reach the target. This helps me to be creative, and he motivates me to do more than what is expected”.

The general manager also added: “I feel like a father when I deal with them; the father knows each one of his sons and daughters, their strengths and weaknesses; I know most of employees, where they can be good or not. I even know how some of them think”.

An employee stated “our manager door is always open for all employees”. It is seems that the general manager implements the two type of leadership transformational and transactional and he keeps his door open for all employee.

**4.6.2.2. Organizational justice in IBC:** the general manager said: “Justice is the basic thing for business. In my organization interactional justice is the most important type of justice” .I always tries to be fair in giving salaries and promotions; the employees believe that the outcomes are important, and the procedures are not, but for me I think also procedural justice is important and I am working on Implementing it in my company”. An employee explained his point of view about the same subject by saying: “the important thing about justice, in my point of view, is how the manager interacts with his employees; how he deals with them. The salary and incomes is the second thing and they are followed by giving me a space of freedom”. Another employee said: “Interactional justice is available in this organization because the leader cares about his employees and when the employees need help, they get support from the leader”.

The Leader explained how he deals with his employees by saying: “Whenever he has a problem, it will be solved. I feel we are support them, and when they need us we are always available to help them”.

**4.6.2.3. Job satisfaction in IBC:** The deputy manager said: “In this firm, the honest employees are always satisfied with their job, while some employees will never be satisfied whatever you do for them. Some of our employees have high salaries, but they are not satisfied because they want higher salaries”. A female employee said: “I am satisfied about

my job because I am sure there is a fair treatment in this organization, and I think organizational justice is vital and essential to increase job satisfaction and commitment”.

The general manager confirmed that when he explained his beliefs about justice between sexes as follows: “I treat men and women differently; males should come to work at 8:30 and leave at 17:30; while women come at 9:00 and leave at 3:30 and they get the same salary, I treated women better because this is an outcome of our culture”. Women in Syria have other responsibilities such as: preparing food, taking care of the house and children etc. This action proves that the leader cares about and helps the female employees who have additional personal commitments as housewives. It means that his relationship with them is warm and this makes him closer to their hearts. This is not common in the Syrian organizations.

**4.6.2.4. Organizational commitment in IBC:** Regarding this concept, an employee said: “I feel I have an emotional commitment to this organization; I feel we are all like members of the same family; most employees have been working for this organization for many years, and they are committed to it”. Another employee said: “I do think that feeling of commitment happens when I get a fair treatment, in this company I believe that we have a fair treatment which makes me satisfied about my job and committed to my work”.

#### **4.6.3. *Dar Al Fikr***

- A limited partnership established in 1957, from which several corporate companies branched.
- Interested in the education of adults as well as their children.
- Chooses its publications in accordance with the norms of creativity, science, need and future.
- Respects the rights of intellectual property and incite others to hold them respectably.
- Feels proud of the Arab and Islamic cultural roots and endeavour to develop and updating them.
- Believes in the human freedom of thinking, expression and knowledge and defend them.
- Respects and traces the other's opinion and seeks a means of recreating and developing ideas through dialogue.



- Prepares its own publishing schemes and programs and release them monthly, annually and for long terms.
- Stretches its bridges for the reader and communicate with him/her through the programs they make: The Greedy Reader's Bank, The Exchange Library, The Free Borrowing and The Gift for Ideas.
- Manufactures knowledge and cares for a high quality production starting from the idea and purport and ending with the form and production.
- Grants its annual award for the story and the novel, and honour writers.
- Provides access to the book through the services of swift deliverance and book sale on the Internet.
- Copes with the modern age with their different sites: Fikr: [www.fikr.com](http://www.fikr.com), Furat: [www.furat.com](http://www.furat.com) Zamzam: [www.zamzamworld.com](http://www.zamzamworld.com).
- Continues its cultural and informational activities through its annual cultural festival, which goes ahead of The Book International Day as well as their symposiums and celebrations of signatures.
- Has acquired the Award of the Best Arab Publisher from Egypt General Committee of the Book in 2003.
- Has acquired through its publications the following:
  - Four awards from The Institute of Scientific Progress in Kuwait for their books: Laparoscopic Surgery 2000, The Horizons of the 21st Century, My Escape to Freedom (in the field of translation), and A Brief History of the Universe from the Big Bang to Cloning and The Human Genome and its Ethics (in the field of scientific compilation).
- 73 employees undertake their works in accordance with an accurate organized framework and practice programs
- Preparing to acquire ISO 9001:2008.
- Their publications are more than 2200 titles covering all branches of knowledge.

- The number of their authors exceeds 500 for adults and 100 for children; they represent the most well-known authors in the Arab countries and the whole world.
  - Their series (Dialogues for a New Century) is still a unique cultural enterprise that is admired by many intellectuals in the Arab countries.
  - Produced more than 1000 titles for children in the form of didactic and educational distinctive series.
  - Released a number of their books in English, sold the translation copyrights of a number of their books from Arabic into other languages and purchased the copyrights for translation into Arabic.
  - Released a number of electronic books, programs and three dimensional games.
  - Follows an annual program announced on its annual list which it is committed to.
  - Its published books go through 60 stages, from planning for it with the author till the reader has an access to it.
  - It has an experienced team for linguistic revision who work in accordance with the company's own guidance.
  - Involved in the direct marketing of the book through deliberately studied and distinctive channels and programs.
  - Some of its books have unprecedented sales to represent the bestsellers in the Arab countries.
  - One of their great achievements is the launch of the first site of an Arab publisher on the Internet ([www.fikr.com](http://www.fikr.com)) in addition to the first Arab book electronic store ([www.furat.com](http://www.furat.com)), and they have had awards of honour and distinction in their programs, the awards which honour the author, the creator, the reader, their annual logo and their premature schemes.
- Dar Al Fikr: know what to publish, whom they publish for and how to publish.**



## **The Mission, Vision, Value and Experience**

### **1. Its Mission**

Working in the field of intellectual and cultural creativity through printing books, CDs, multimedia and any other word holders; publishing and distributing them, holding symposiums, dialogues and workshops, aiming at realizing a rewarding trade profit that helps them achieve their message and cultural view.

### **2. Its View**

- Providing the society with thought which lightens its way to a better future.
- Eradicating knowledge monopolization as well as rooting the culture of dialogue and the necessities of multiplicity.
- Supporting the spark of thought with the fuel of continuous innovation.
- Establishing direct bridges with the reader for realizing cultural reaction with the society.
- Emitting childhood powers which is the means of advance and the continuity of the human progress.
- Seeking help from an elite of thinkers in addition to its own systems undertaking edition, research and translation.
- Preparing the publication schemes and announcing them each season, year and for long terms.

### **3. Its Values**

- Enriching the spirit of efficiency in the society for the word to restore its power and influence.
- The publishing industry is considered a message before being a trade, though each is considered a factor of success and both participate in this effect.
- Humanity really needs reading because it represents the key to progress and advance.

- The freedom of thought and expression within moral obligations, for they represent favourable environment for reading to prosper.
- The other is necessary for developing, estimating and recreating ideas.
- Intellectual property is one of the sacred Human Rights which should be respected because the intellectual business during the age of knowledge is worthier of protection than skilled labour in the modern industrial age.
- Human knowledge is accumulated and enriched by the consecutive generations; whereas the generation that does not add new things to it is neglected by history.
- Standard Arabic represents the nation's identity and future. Therefore, it should be preserved from wordplay and negligence.
- The Book is a responsibility that the publisher should undertake in both form and purport.
- Heritage represents root on which we establish, and over which we build provided that we do not stop at it or turn round it.
- Selecting publications in accordance with the norms of creativity, science, need, future and repelling imitation, the stereotype and whatever out of date.
- Subjecting all works to scientific, educational and linguistic revision according to its own guide and approach.

#### 4. Its experience

During the last fifty years, which were plentiful with social, cultural and intellectual alterations, Dar Al Fikr has had valuable experience that enabled them to cope with such alterations while they firmly adhered to their message, views and values within the frame of the local, Arab and international laws, which conferred upon them a background that is full of trust in the eyes of official and domestic institutes. Moreover, they gained the respect of many readers who usually wait for its new publications because they admire their design and purport. Al fikr web.



**4.6.3.1. Leadership in Dar Alfikr:** the manager explained his opinion about leadership by saying: “The leader is the organizer who puts all things together; at the end the leaders is responsible of what happened in the organization, and it is important to understand the employees’ problems, (for example, sometimes they have problems in their houses, or with other colleagues), because if he or she does not feel relaxed in his or her life, he or she will not work well. Our job is a mission; the book, the reading, and the culture are very important; the employee should work not only for money, he or she should be proud because he or she is working for this company which has a great reputation. In this organization, if the employee is only concerned about money, he will not be Satisfied. We are trying to move from transactional leadership to transformational leadership; we need to give extra benefits for our employees to help them to encounter the economic problems”. An employee said: “In my work I am happy because I am working in a company which has a great reputation; the salary is not as much as I wish or as I deserve, I wish I have more contact with my manager, my manager wants me to follow his rules, sometimes I feel I can do a better job by using my experience specially in my field but I did not get any encouragement from the manager” .It is obvious from the interviews and from my observation that the leadership style in this organization is transactional.

**4.6.3.2. Organizational justice Dar Alfikr:** the manager explained his opinion about organizational justice by saying: “We always feel that we should have better justice for our employees”. He added “we always like to interact with our employees; we send them thanking letters, we announce the employee of the year and we help them outside the business; if someone wants to marry and buys a house, we give him a loan without interests, sometimes for ten years or more. We want him to feel that we are his family, and this is his house. Every director should be responsible for his team; the director must be qualified to deal with his team with respect and responsibility”.

This company has an evaluation system for the employees. This note proves that the manager applies a well-organized system to achieve organizational justice in his company. An employee has a different opinion “My salary is not equal to my efforts, I think in Syria nowadays book publishing organizations are suffering, I believe that my manager would increase the salary and the bonuses if he has a better profit”. I asked the employee about the evaluation system and he said “for me I do not know about it, I do not know if other employees know about it”. Other employee said “last year they sent me the evaluation system

to fill it, it is a good progress for the company, and it is new experiment for employees, we hope it will improve our work condition to the better”. In this organization from the interview and from my observation, the manger is trying to do his best in the term of distributive justice by using the resources that he has, the manager also trying to improve procedural and interactional justice but he is still at the beginning level.

**4.6.3.3. Job satisfaction Dar Alfikr:** The manager also explained his idea about job satisfaction by saying: “job satisfaction for me is when I find my organization growing and getting more benefits; job satisfaction for my employees is about having extra salary and higher position, and sharing of the company reputation. Some employees work better if you smile to them”. From an employees point of view one of them said “I will be more satisfied if I have high salary and better relation with my manager”.

**4.6.3.4. Organizational commitment Dar Alfikr:** the manager explained his opinion by saying: “This company is not only for making money; it is somehow a contribution to develop the societies, so the employees should have commitment to something they believing in such as improving the knowledge to develop people life and the whole societies”.

**4.6.4. *MUST*** was established in 2003. *MUST* offers career-oriented undergraduate programs in Engineering & Technology, Business Administration and Languages. It provides special knowledge service in the scope of high teaching due to the needs of international and local businesses to face the needs of the expected booming economy. The two university campuses in Aleppo and Al-Qamishli have identical programs with similar departments.

*MUST*’s objective is to become the best university in the fields of science, scientific research and technology where it aims at having more knowledge in Syria in order to create a gleaming centre of training, research and achievements.

*MUST* have nearly 200 employees.

**4.6.4.1. Leadership in *MUST*:** the Dean said: “I see myself doing the right thing at the right time; I avoid mistakes; I am a passive leader; imagine being the first person to do everything at anytime in any place; people look at the leader and try to do what basically need to be done; I support and manage and try to do the best for the organization; I do represent the US type of management; leaders work with others; leaders have commitments. They are helpful,



optimistic and basically help other to reach the goals. Leaders direct, serve and motivate. The leader becomes an example for other to do the right things. Most people here are not familiar with what need to be done; they need a lot of training, while most people in the west are trained; for this reason, I am a transactional leader with untrained employee and transformational with trained employee". An employee who has a master degree from United State of America said "as I know our dean had spent 30 years of his life in United State of America, he respect his employees and treat them equally". Another employee who has a bachelor degree from Syria said "the dean is more connected with employees who have a western certificate, and he treats them better". From my observation, in this university the majority of teachers have PhDs and masters from western universities, also some employees in some department have western degree and the others have Syrian degree, from what mentioned in the interviews we found that the dean is transformational leader with trained employees who has a western certificate and transactional with the others.

**4.6.4.2. Organizational justice in MUST:** the dean also defined organizational justice by saying: "Fairness in dealing equally with each other; we should provide equal opportunities for everyone, and treat the person according to his Performance. Basically, the employees just want justice somehow; they don't specify what kind of justice they want; their manager's job is to see which one will work best to get fair rewards; rewards are based on the achievements of the employees, because the employees' achievements vary and they should be rewarded accordingly. Their manger's job is to see what kind of justice will work for most employees".

**4.6.4.3. Job satisfaction in MUST:** the dean also defined job satisfaction by saying: "When the employees are treated fairly, their satisfaction with the job will increase and their performance and commitment will increase too".

**4.6.4.4. Organizational commitment in MUST:** Regarding organizational commitment, the dean said: "Organizational commitment for me is to give 120% of your efforts to your organization, not only 100%, to be basically committed to your job as your first priority, and you also have to give everything you can to your job including your heart and your mind. My commitment to my employees is to treat them fairly, to help them to do their job, and support them when they need support; I want them to get this felling: I am happy because I am going to work today".

**4.6.5. Aldaleel** is an advertising newspaper that was established in 2003. It is the most famous advertising newspaper in Syria, and it is prevalent in Damascus and its countryside, Aleppo and its countryside and the central region of Syria, with headquarters in Damascus and distribution service centres in all the cities of Syria.

Aldaleel advertising newspaper is widespread and now it is distributing in Damascus and the southern region eight hundred thousand copies, in the eastern region of Aleppo two hundred thousand copies, in the central region, which includes Central Homs and Hama, one hundred and fifty thousand copies, and in the coastal region one hundred thousand copies.

It is distributed freely every Saturday morning in all the Syrian provinces and some other Middle Eastern countries. Today it is considered one of the most important advertising venues in Syria and the Middle East.

Aldaleel employees are around 100.

**4.6.5.1. Leadership in Aldaleel:** the manager stated: “leadership is a guidance process; my task as a leader is to identify company goals to my employees, then help them to choose the right way to reach these goals. I am flexible with my employees; I give them a space of freedom, and help them to be creative, but this space of freedom should not cause any damage to the company. Some employees like to talk about their private problems, I try to help them as much as I can, but I think an employee should solve his problem by himself”. An employee stated “in this organization we all feel like we are one family, if a problem occurs, we all participate to solve it”.

**4.6.5.2. Organizational justice in Aldaleel:** the manager said: “At the moment, interactional justice is the most appreciated justice in this organization, I used to explain the procedures I follow in distributing promotions and when I announce the bonuses I also explain why some employees deserve to get higher bonuses than the others”. But, an employee said: “for me, distributive justice is the greatest engine, and interactional justice has the most effect for increasing job satisfaction and organizational commitment”.

**4.6.5.3. Job satisfaction in aldaleel:** the manager explained how he sees job satisfaction in his company by saying: “I think in this organization, the employees are happy in their jobs; they feel their job is very important for them, and they are pleased when they reach their



aims. Work environment is an important factor for increasing job satisfaction which leads to organizational commitment". An employee said "because of my feeling that I have fair treatment in this company, I am satisfied about my work".

**4.6.5.4. Organizational commitment in aldaleel:** the manager defined organizational commitment by saying: "Organizational commitment is working sincerely. I always care about the work environment, rules and regulations, fair salaries, training courses, and sometimes simple things such as some respect and some help in solving the employees' problems will increase employees' commitment". On the other hand, an employee expressed a similar point of view by saying: "I get a suitable salary, I also have good relationships with my colleges and managers, and my loyalty is to the newspaper's name". Another employee said: "this organization satisfies all my needs. It is very difficult to me to leave it, and my leader makes me love my work and he increases my self-confidence. Consequently, my commitment to the organization increases to reach a high level".

**4.6.6. Mamoun International Corporation (MIC)** is the leading educational, Training and consultancy firm in Syria, especially in the field of computing and business. Since its establishment thirty six years ago, it has been providing both of the Syrians and international students with quality programs which enable them to achieve their highest potential. Its five training branches throughout Syria are considered the best in Syria.

The Corporation cooperates with many British companies and Universities, such as the University of Sunderland, Association of business executive, City and Guilds, Pitman Qualifications, Cisco Network Academy, International Computer Driving License etc.. It also has numerous computer and language training centres throughout Syria.

MIC's employees are around 100.

**4.6.6.1. Leadership in MIC:** the manager explained his understanding of leadership by saying: "In my point of view, leadership is a way to support the others in order to accomplish a task. As a leader, I believe that rewards and punishment motivate people. I like to hold control and power over my employees. The main goal of an employee is to obey the orders and follow the rules". It seems that leadership in MIC is transactional as one of employee said: "I always do what my manager wants me to do; I have been working for this company for a long time. I understand my manager. He likes centralization and he wants to know

everything about work even the small details. So, I keep him informed about every step I do in my work”.

**4.6.6.2. Organisation justices in MIC:** the manager explained his point of view about organisational justice by saying: “If organisational justice is presented in a good manner, it should lead to the expected outcomes as the employee will follow the organization’s rules if the leader knows how to deal with him according to the organization’s regulations. In justice perceptions distributive justice is the most important one; I am more interested in distributive justice because the employees only concentrate on having a good salary and getting promotion regularly, while procedural justice is not yet mature in the Syrian companies, and for me, I do not like to interact directly with my employees as they should follow the hierarchical system”. This clearly shows that the manager keeps a distance between him and many of his employees and he does not try to be close to them or have direct contacts with them. An employee stated “my salary is good, comparing with other Syrian company; this company offers a good salary, that’s what I like about this company”. From what mentioned it is clear that this company have a distributive justice.

**4.6.6.3. Job satisfactions in MIC:** the manager said: “job satisfaction means that the employees are happy with their jobs and how the organization treats them. The more they are satisfied at their jobs, the more the organization’s outcomes, such as productivities and commitments, will improve”. This means that he believes in the importance of job satisfaction for the organization. On the other hand one of the employees said “I believe that justice has a great influence on employee satisfaction in his work, for me I am satisfied about my salary, also I have nice colleagues, some of them have a great experience with great salary, I learn a lot from them, day by day I get more experience which will helps me to get promotion and high salary”.

**4.6.6.4. Organizational commitment in MIC:** Regarding organizational commitment, the manager said: “Commitment it is the next step that comes after job satisfaction. In my point of view, the employee’s satisfaction at his job leads to his commitment to his work and the improvement of the productivity of the organization, but it is not an easy task for the leader to keep his employees always satisfied as there are many external factors which might effect this commitment, such as the salary, holidays, working hours and work pressure which is sometimes more important for the employees than their commitment to the organization”. Therefore, the leader of this organization knows and believes in the importance of



organizational commitment and he believes that it is related to the employees' satisfaction. He also understands the 'burden of leadership'.

#### **4.7. Synthesis and conclusion**

Comparing the results of our previous quantitative methods with the findings of the qualitative research methods that we have applied show that, there is strong consistency and similarity between them. This will be discussed in more details in chapter five. Applying different methods in obtaining data in our research is called 'triangulation' and it is considered a reliable method to obtain reliable results from a research because if similar or identical results are obtained through different methods, these results will be considered more reliable. Had there been any major mistake(s) in applying a certain method during this research, the results would have never been similar or identical. We can explain how the results of the quantitative methods are identical to the results of the qualitative methods that we have applied in our research to illustrate this idea.

Regarding to the previous paragraph, Technolead and Aldaleel newspaper have transformational leadership style; the International Business Centre IBC and Must University have transformational and transactional leadership styles, whereas Dar alfikr and Mamoun Centre have a transactional leadership style.

Moreover, regarding what is mentioned about organizational justice in the six studied organizations, Dar alfikr and Mamoun Centre are more concerned about distributive justice, both of these organizations adapted a transactional leadership style; this supports our hypothesis which is “transactional leadership is linked to distributive justice”.

On the other hand, both of Techno Lead and aldaleel newspaper are more concerned about interactional justice, both of these organizations adapted a transformational leadership style; this supports our hypothesis which is “transformational leadership is linked to interactional justice”.

The leaders of the organizations who I interviewed declared that procedural justice is still not mature in Syrian organizations. I observed two important points from interviews I made, the first is: it was clear that the transformational leaders are more concerned about procedural

justice than the transactional leaders, because the two transactional leaders whom I interviewed only accepted distributive justice as an important type of justice, secondly: transformational leaders are working on implementing procedural justice in their organizations.

All six managers and the twelve employees whom I interviewed linked organizational justice to job satisfaction, and they mentioned that the three type of justice distributive, procedural and interactional have a great impact on job satisfaction. In addition to that, they all linked job satisfaction to organizational commitment. Furthermore, eight employees whom I interviewed declared that in Syrian organizations interactional justice is the most important type of organizational justice, the percentage is 66%, while only two employees mentioned that distributive justice is the most important type of organizational justice, the percentage is 17%. Also two employees mentioned that procedural justice is the most important type of organizational justice, the percentage is 17%.

The evidences and results that we have obtained from the interviews and observations indicate that Transformational leadership has a greater impact on organizational commitment than transactional leadership. I also found that transformational leaders use interactional justice to increase organizational commitments, in the case of Technolead and Aldaleel.

All of the evidence supports the findings of the quantitative approach. There is a good match between both of the quantitative and qualitative approaches. The findings from both supports model four for the relationships between variables.

Using different research methods to obtain the data was applied in this research. The results are identical. This is obvious from the examples listed above to show what the leaders and employees of these organizations believe in addition to observations. These results underpin the proposed theory.

More support is given to the results of this research by using triangulation. The results of the qualitative methods and quantitative methods of this research seem similar. Therefore, our theory is supported by using valid and reliable research methodologies.



## **CHAPTER FIVE**

### **5. DISCUSSION**

#### **5.1. Introduction**

In a more competitive global environment, business organizations need to respond to changes in flexible and new ways. Leadership and management styles become even more crucial in determining how such challenges are faced.

The organizations leaders will face significant challenges in their jobs. How to manage leadership will become increasingly complex. Therefore the relationship of leadership styles with organizational outcomes such as employee's satisfaction and organizational commitment are important topics widely discussed in recent literature.

This chapter initially restates the approach adopted in the study, followed by a discussion of the findings, the implications derived from the findings and the suggestions for future research.

The purpose of this research was to test the impact of leadership on organizational outcomes, not measured in financial terms, but rather in terms of more intangible nevertheless observable and quantifiable outcomes. Such outcomes include the nature of organizational justice and interpersonal working relationships within the organization, as well as organizational commitment on the part of employees, their levels of job satisfaction and perceptions concerning work related attitudes and behaviour. Such concerns arise out of the work previously done in United State of America by (Pillia et al. (1999), Pillai and Williams (1996), Duke (1998), Kivimaki, (2003), Yamaguchi, (2005).

A study from Malaysia by Ngodo (2008) stated in the conclusion "the author has outlined a pathway from transformational leadership to positive outcomes in organizations, specifically organizational citizenship behaviour, organizational commitment, and job satisfaction, through the mediating influences of procedural justice and trust. This is in an attempt to capture the actual processes and mechanisms through which this leadership approach produces positive outcomes in organizations".

A particular focus of this research is to identify and test the impact of transformational leadership on organizational commitment; this has been previously discussed in the west by researchers such as:

Emery et al. (2007), in their study provides evidence to support the use of transformational leadership to increase the job satisfaction and organizational commitment of customer contact personnel. These outcomes become more significant as service organizations attempt to empower their workers and strive to retain customers through relationship strategies.

Walumbwa et al., 2004; Walumbwa et al., 2005; Dumdum et al., 2002 ; Abas, 2008. All these research studies have shown that transformational leadership is positively related to job satisfaction, organizational commitment, and performance.

This study is unique because it was applied to the Syrian context. Moreover, my own study focuses more specially on organizational justice as an intermediate variable between leadership and organizational outcomes and so presents a novel approach. This is especially the case presenting interactional justice as an important factor in increasing organizational commitment in Syrian firms. This focus is coming from my thoughts that if we want to test the impact of leadership on organizational commitment we should appreciate the importance of organizational justice in general in increasing or decreasing this impact. None of the other studies have such a clear focus on the manners in which intermediate variables such as interactional justice, which turn out to be key factors in the Syrian case. The importance of interactional justice was clear for some Syrian managers. For example Technolead general managers who had western master degrees, one in automation and the other in business studies stated “in Syria interactional justice is the most important justice for Syrian employees” and IBC general manager has the same view which is “the important thing about justice in my point of view is how the manager interacts with his employees; how he deals them, Syrian employees are very emotional, and it is easy to lead them by using this side and to be more concern about their emotion, while from my experience, as I spent more than ten years in UK and Canada, the employees there are more moral and they avoid using their emotion in their job, specially in their relationship with their managers ”.

As previously stated in chapter four, the results mentioned in table no. (4.44), as illustrated in figure no.(4.11) reveal that adding two paths to the main model so as to test the direct relation between the transformational leadership, and interactive justice on the one hand, and



the organizational commitment on the other, led to tangible improvement in the quality of the model homogeneity (compared with the main model).

This study investigated the following:

(1) The impact of transformational and transactional leadership on organizational justice perceptions of employees:

The researcher examined the impact of transformational and transactional leadership on organizational justice through the following hypothesis:

*H1: transformational leadership is positively related to procedural justice.*

*H2: transformational leadership is positively related to interactional justice.*

*H3: transactional leadership is positively related to distributive justice.*

(2) The impact of organizational justice on employees' job satisfaction:

The researcher examined the impact of organizational justice on job satisfaction through the following hypothesis:

*H4: distributive, procedural and interactional justices are positively related to job satisfaction.*

(3) The impact of transformational and transactional leadership on job satisfaction:

The researcher examined the impact of organizational justice as an intermediate variable between transformational and transactional leadership and job satisfaction through the following hypothesis:

*H5: transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.*

*H6: transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.*

*H7: transactional leadership has an on job satisfaction through distributive justice as a mediate variable.*

(4) The impact of organizational justice on organizational commitment:

The researcher examined the impact of organizational justice on organizational commitment through the following hypothesis:

*H8: distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H9: procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H10: interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H11: procedural, distributive and interactional justices are positively related to organizational commitment.*

(5) The impact of transformational and transactional leadership on organizational commitment:

The researcher examined the impact of transformational and transactional leadership on organizational commitment through the following hypothesis:

*H12: transformational leadership is positively related to organizational commitment.*

*H13: transactional leadership is positively related to organizational commitment.*

*H14: transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable.*



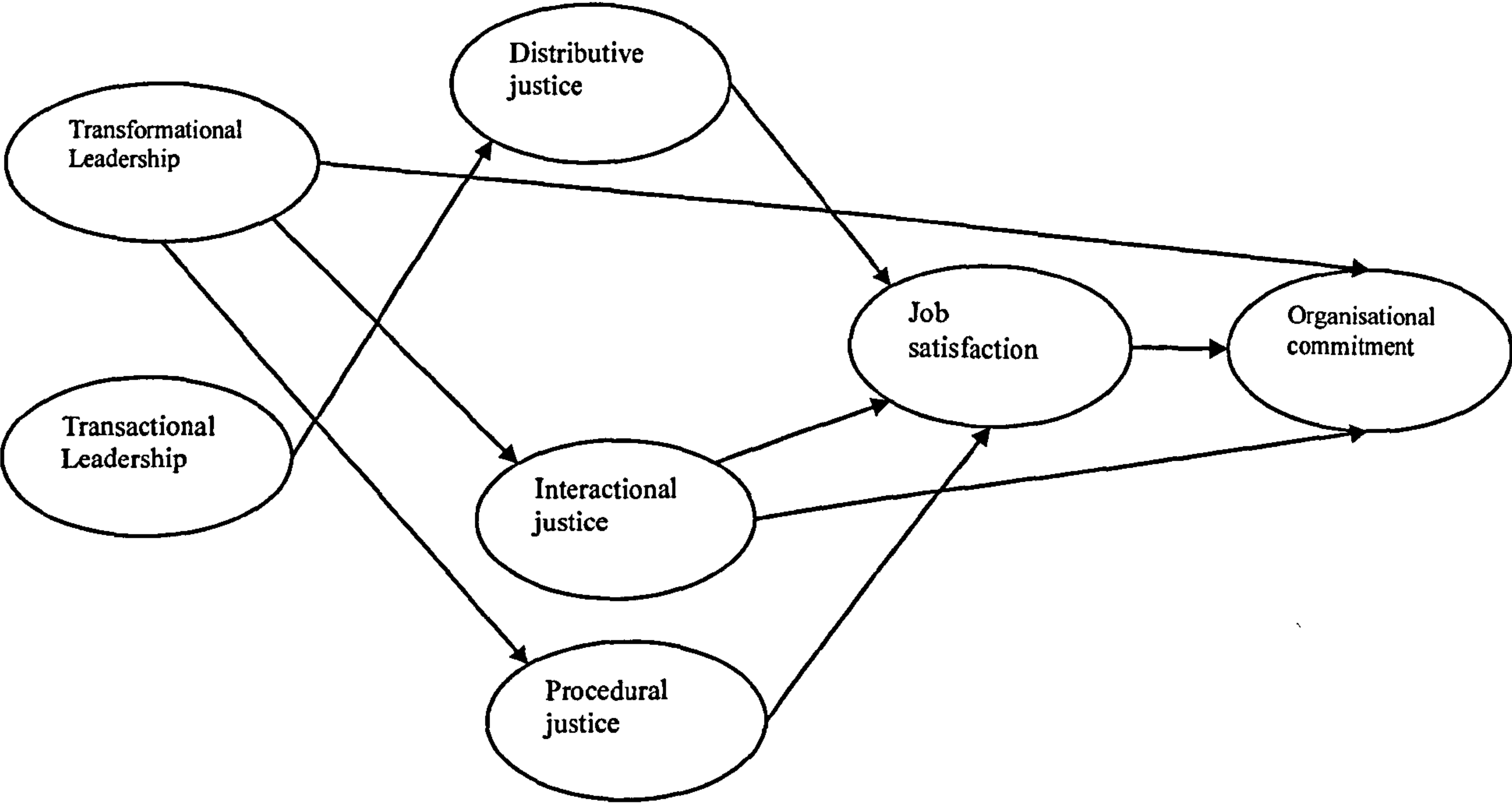
## 5.2. DISCUSSION OF THE RESEARCH FINDINGS

This section first outlines the revised model used in the analysis of the survey data. This is then followed by discussion of the research findings. The first part of the discussion examines the impact of leadership style on organizational justice. The next part examines the impact of leadership style and organizational justice on organizational outcomes.

The first model used for analysing the impact of leadership on organizational commitment was initially derived from work undertaken by Pillia et al. (1999). That work focused on key variable such as transformational and transactional leadership and how they affected trust, organizational justice, organizational citizenship behaviour, and organizational outcomes. My own model takes in a further variable, namely interactional justice which I propose is particularly prevalent and important in Syria.

The revised final model (model four) is presented in Figure 5.1, was derived from adding significant paths from the initial theoretical model (model number one), the significant paths are a direct link between transformational leadership and organizational commitment and indirect link between transformational leadership and organizational commitment through interactional justice, the fact that confirms that this model is considered the most acceptable model in its interpretation to the relation between the conducts of leadership and organizational commitment. The findings from my survey of Syrian employees from six different organizations shows the distinction drawn here between interactional and procedural justice. Whilst Pillia et al. (1999) seems to lump interactional and procedural justice together, my distinction between the two helps to clarify the nature of the impact of transformational leadership in a novel and innovative way. This distinction is particularly crucial in the Syrian case, and is further supported by statements given in the more qualitative interviews, such as the Syrian manager who commented “justice is basic thing for the business, in my organization, interactional justice is the most important type of justice, which also increase organizational commitment”. While another manager stated “we rely on interactional justice to reach commitment, otherwise there is nothing else, nothing related to procedural or distribution, it is all about interactional justice”, he added “its not only in Syria, it is the Arab culture, we need the respect and we have social effect and strong social influence, if any person want to have a job in my company it is important to me to know how’s know him, and if he has a good reference”.

This model illustrates the key findings of the research with respect to understanding the antecedent and consequences of organizational justice.



*Figure 5.1 Model Four*

The next sections will analyse in more detail some of these findings, by concentrating on analysing the research hypotheses. Thus, different element of the model figure 5.1 will be examined in turn and overall conclusions drawn from this discussion.

**5.2.1. The Impact of Transformational and Transactional Leadership on Organizational Justice**

**5.2.1.1 The Impact of Transformational Leadership on Procedural and Interactional Justice**

*H1: transformational leadership is positively related to procedural justice.*



*H2: transformational leadership is positively related to interactional justice.*

The results of the study revealed that transformational leadership is a positive predictor of procedural justice and interactional justice,

This is explained statically in chapter 4 table no (4.8). The results show that the transformational leadership is positively related to procedural justice. Results also revealed the fact that about 31.4% of the variation of procedural justice has been explained by transformational leadership style at 95% degree of confidence.

The same thing about the impact of transformational leadership on interactional justice which explained in chapter 4 table no (4.9). The results show that the transformational leadership is positively related to interactional justice. Results also revealed the fact that about 23.3% of the variation of interactional justice has been explained by transformational leadership style at 95% degree of confidence.

In other words, if an employee perceives a higher level of quality in exchange in the leader-subordinate relationship, the employee also perceives a higher level of perceived distributive justice, procedural justice and interactional justice. The results of this study support previous research on the impact of the quality of the supervisor-subordinate relationship on the fairness perceptions of subordinates (Dansereau, Graen, & Haga, 1975; Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

Pillai and Williams (1996) found that transformational leadership was related to procedural justice which in turn influenced trust and job satisfaction. In a subsequent study, Pillai et al. (1999) found that transformational leadership was related to procedural justice while transactional leadership was related to distributive justice, thereby bringing out importance distinctions between the differential impacts of transactional and transformational leadership.

A study by Ngodo (2008) from University of Malaysia Sarawak stated “As the proposed model indicates, both fairness perception and trust can be influenced directly by transformational leadership”.

Tyler (1986) found that giving the opportunity to subordinates to express their opinions strongly affects their perceptions of procedural justice and positively influences their evaluations of the abilities of their superiors, especially when the subordinates have less

decision making authority. Moorman (1991) agrees, stating that procedural justice plays an important role in evaluating the leadership by the subordinates.

Thus, employees would probably receive more justification for interactional justice as well as procedural justice.

Due to the relative advantage of higher quality interactions and closer relationships with the supervisor and leaders, in this study interactional justice was the most important justice for the employees of the six Syrian organizations. Employees' perceptions of fairness are enhanced when employees feel they are valued members of a group. According to the interview with many employees in Syrian organization, one of the employees mentioned “the important thing about justice in my point of view is how the manager interacts with his employees; how he deals them, then second the salary and incomes”. Other one said “in the Middle East firms the interactional justice is the normal one and it’s the most important type of justice”. After reviewing the interviews the researchers found that all employees whom we interviewed has a feeling that between the three types of justice interactional justice is the first choice for them.

This is further supported by the interviews conducted amongst Syrian employees and managers. For example one Syrian manager from IBC stated “basically, employees just want justice somehow, they don’t specify what kind of justice they want, its manager job to see which one will work best to get this justice, based on the behaviour of those employees, because that can differ between one employee and another, its manger job to see what kind of justice will work for most employees, in my organizations for my employees I think the important thing for them is to have a good treatment, friendly atmosphere, and good interaction with their managers”.

#### **5.2.1.2 The Impact of Transactional Leadership on Distributive Justice**

*H3: transactional leadership is positively related to distributive justice.*

The results of the study revealed that transactional leadership is a positive predictor of distributive justice.

This is explained statically in chapter 4 table no (4.10). The results show that the transactional leadership is positively related to distributive justice. Results also revealed the



fact that about 38.1% of the variation of distributive justice has been explained by transactional leadership style at 95% degree of confidence.

Excessive reliance on transactional leadership may create an environment in which the relationship of the subordinates with the organization is overwhelmingly determined by the principles of economical exchange of goal achievement and rewards (Bass, 1985; Pillai et al., 1990; Abas, 2008).

Under such leadership, we find that subordinates are more interested in the justice of rewards they get instead of the justice of the procedures employed in determining those rewards, and this is because their relationship with their leaders depends on the returns they receive for the achievement of goals, therefore transactional leadership has an impact on distributive justice (Pillai et al., 1999).

This is further supported by the interviews conducted amongst Syrian employees and managers. For example one Syrian manager from MIC stated “I am more concerned about rewards for effort because I think that employees only concentrate on having a good salary and get promotion regularly, while the procedure for this rewards is not yet mature in Syrian companies, and for me I do not like to interact directly with my employees as they should follow the hierarchical system”. While an employee from MIC stated “in this institute, I get a good salary but I think my manager should give me more space of freedom in my job, I am working here from a long time, instead of only following his rules if I had a chance to have more interaction with him and some kind of participation in decision making in my field I could participate better in increasing the profit”.

From this example the employees have a good income but they are looking for another type of justice, they are not only concerns on distributive justice, they are looking for interactional justice.

### ***5.2.2. The Impact of Organizational Justice on Job Satisfaction***

H4: distributive, procedural and interactional justices are positively related to job satisfaction.

The results of the study revealed that organizational justice is a positive predictor of job satisfaction.

This is explained statically in chapter 4 table no (4.11). The results show that the organizational justice is positively related to job satisfaction. Results also revealed the fact that about 49.3% of the variation of job satisfaction has been explained by organizational justice at 95% degree of confidence.

Distributive justice has a direct positive influence on job satisfaction as hypothesized. The results of this study support previous research conducted to explain the importance of the allocation phenomenon in organizations.

Alexander & Ruderman (1987) stated “the present study examined the survey responses of government employees at six Federal installations. Indices of procedural and distributive fairness were factor-analytically derived. Multiple regression analyses indicated that both the procedural measures and the distributive measures were significantly related to measures of job satisfaction, evaluation of supervisor, conflict/harmony, trust in management, and turnover intention”.

For example, employees tend to be more satisfied with outcomes they perceive to be fair than with those they perceive to be unfair. In addition, employees may compare the adequacy of the rewards they receive to their expectations, or referent standards. Thus, if employees feel discontent in what they receive compared to those of a referent other, they are more likely to quit.

Procedural justice has a direct positive influence on job satisfaction, as hypothesized. This positive relationship between procedural justice and job satisfaction is consistent with the findings of Tang & Sarsfield-Baldwin (1996). For example, they found that employees' perceptions of procedural fairness are related to different facets of job satisfaction. Moreover, people are more accepting of decisions that result from fair procedures than with decisions that result from unfair processes.

Interactional justice has a direct positive influence on job satisfaction, as hypothesized.

Other researchers like Pillai and Williams (1996), Colquitt et al., (2001), McFarlin & Sweeney, (1992); Mossholder, Bennett, & Martin, (1998) and Fields, Pang, and Chiu (2000)



mentioned that the organizational justice (distributive, interactional, and procedural) effects job satisfaction.

This is further supported by the interviews conducted amongst Syrian employees and managers, for example in the interview with Syrian employees many of them stated “fair treatments and justice are definitely affects job satisfaction”. Other stated “fairness is the most important thing, if the employee did not feel he treated fairly, he will not be satisfied with his job, treating fairly in all aspect of justice, some people you never satisfied them because of their personality ”. As a researcher from this I believe that justice has a great impact on job satisfaction, there is also another factor such as person personality which also affects job satisfaction in a proper way.

Also an organization leader at Must University in his interview stated “when employee treated fairly their satisfaction with the job will increase and his performance and commitment will increase too”. He also added “my commitment to my employees is to treat them fairly, to help them do their job, and support them when they need support, I want them to get this felling: I am happy that I am going to work today”.

On the other hand, practically, it is likely that most employee in the studied organizations need according to our interviews and to our quantitative studies to have good interactions with their leaders and better pay or more rewards, whether the procedures the organization uses are fair or not as the procedural justice are still not mature in some Syrian organizations. People are still looking to keep their jobs.

On the other hand For example, some employees in the interview mentioned that the respect and the positive interaction between leaders and their employees are very important to them. This group, with relatively few job alternatives, may leave the organization regardless of fairness in interactional, for an example one employee stated “my comfortable in the organization is more important than money”.

Employees who do not expect to stay long on a job are not highly motivated. They may not be interested in promotion. They just want good justice treatment. Thus, interactional justice plays a more vital role in employees' work-related outcomes than distributive and procedural justice. As a result, organizational commitment were developed as results of job satisfaction with the rewards the organization allocates, because, as noted earlier, organizational

commitment received a positive indirect effect from procedural justice, interactional justice and distributive justice.

### **5. 2.3. The Impact of Transformational and Transactional Leadership on Job Satisfaction**

#### **5.2.3.1. The Mediating Effect of Organizational Justice**

*H5: transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.*

*H6: transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.*

*H7: transactional leadership has an on job satisfaction through distributive justice as a mediate variable.*

The results revealed that:

-Transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable, this is explained statically in chapter 4 tables no (4.12), (4.13), (4.14) and (4.15).

From the base model (table 4.12), it can be concluded that the transformational leadership is positively related to job satisfaction. Results also revealed the fact that about 26.2% of the variation of job satisfaction has been explained by transformational leadership at 95% degree of confidence.

The reduce model (table 4.13) indicate that the introduction of procedural justice (as an independent variable) has led to higher coefficient of determination (31.5%) which is 5.3% higher than the base model. The results also suggest that there is a direct impact of procedural justice as an independent variable in the model on job satisfaction at a 99% degree of confidence.

By contrast, the full model (table 4.14) indicates that introducing intermediate variable has led to higher coefficient of determination (37.4%). This represents an increase of 5.9% as compared with reduced model. This revealed the fact that there is a significant influence of



procedural justice as a variable and mediator on the relationship between transformational leadership and job satisfaction at 99% degree of confidence.

In table (4.15) the researcher conducted regression analysis for the relationship of transformational leadership and job satisfaction for all employees who have a high procedural justice and another for those with low procedural justice. The results show that the transformational leadership has more influence on job satisfaction for workers who have high perceptions of procedural justice than those with lower perceptions. The coefficient of determination is 47.3% for workers who have high perceptions of procedural justice, whereas the rate is 41.2% for workers with lower perceptions of procedural justice. This proves that the procedural justice as an intermediate variable between transformational leadership and job satisfaction.

-Transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable, this is explained statically in chapter 4 tables no (4.12), (4.16), (4.17), and (4.18).

From the base model (table 4.12), it can be concluded that the transformational leadership is positively related to job satisfaction. Results also revealed the fact that about 26.2% of the variation of job satisfaction has been explained by transformational leadership at 95% degree of confidence.

The reduce model (table 4.16) indicates that the introduction of interactional justice (as an independent variable) has led to higher coefficient of determination (33.6%) which is 7.4% higher than the base model. The results also suggest that there is a direct impact of interactional justice as an independent variable in the model on job satisfaction at a 99% degree of confidence.

By contrast, the full model (table 4.17) indicates that introducing intermediate variable has led to higher coefficient of determination (39.2%). This represents an increase of 5.6% as compared with reduced model. This revealed the fact that there is a significant influence of interactional justice as a variable and mediator on the relationship between transformational leadership and job satisfaction at 99% degree of confidence.

In table (4.18) the researcher conducted regression analysis for the relationship of transformational leadership and job satisfaction for all employees who have a high interactional justice and another for those with low interactional justice. The results show that the transformational leadership has more influence on job satisfaction for workers who have high perceptions of interactional justice than those with lower perceptions. The coefficient of determination is 50.2% for workers who have high perceptions of interactional justice, whereas the rate is 43.5% for workers with lower perceptions of interactional justice. This proves that the interactional justice as an intermediate variable between transformational leadership and job satisfaction.

-Transactional leadership has an impact on job satisfaction through distributive justice as a mediate variable, this is explained statically in chapter 4 tables no (4.19), (4.20), (4.21) and (4.22).

From the base model (table 4.19), it can be concluded that the transactional leadership is positively related to job satisfaction. Results also revealed the fact that about 21.4% of the variation of job satisfaction has been explained by transactional leadership at 95% degree of confidence.

The reduce model (table 4.20) indicates that the introduction of distributive justice (as an independent variable) has led to higher coefficient of determination (28.5%) which is 7.1% higher than the base model. The results also suggest that there is a direct impact of distributive justice as an independent variable in the model on job satisfaction at a 99% degree of confidence.

By contrast, the full model (table 4.21) indicates that introducing intermediate variable has led to higher coefficient of determination (34.6%). This represents an increase of 6.1% as compared with reduced model. This revealed the fact that there is a significant influence of distributive justice as a variable and mediator on the relationship between transactional leadership and job satisfaction at 99% degree of confidence.

In table (4.22) the researcher conducted regression analysis for the relationship of transactional leadership and job satisfaction for all employees who have a high distributive justice and another for those with low distributive justice. The results show that the transactional leadership has more influence on job satisfaction for workers who have high



perceptions of distributive justice than those with lower perceptions. The coefficient of determination is 40.3% for workers who have high perceptions of distributive justice, whereas the rate is 34.7% for workers with lower perceptions of distributive justice. This proves that distributive justice is an intermediate variable between transactional leadership and job satisfaction.

The basic value of understanding transformational and transactional leadership is the prediction of certain outcomes. As noted earlier, employees' justice perceptions directly or indirectly affect their attitudes and interactions at work. Transformational and transactional leadership had a positive direct and indirect effect on job satisfaction, organizational commitment. As noted previously, the employees perceive the quality of their relationship with their supervisor as more positive. Underlying these relationships are the notions of fairness and reciprocity.

On the other hand, Organ (1990) argues that people have a criterion for fairness perceptions within a social exchange relationship. People are likely to presume a social exchange relationship with their supervisor or organization until such a relationship is not viable because of unfairness. If people make unfair judgments in social exchanges, this produces a negative effect in organizations, such as dissatisfaction. People who accept organizational decisions tend to cooperate with the organizations (Lind, 1995; and Tyler & Dawes, 1993). Employees also use their experience with fair or unfair allocation procedures as information that reflects on the organization as a whole. Thus, transformational and transactional leadership affects employees' perceptions of fairness, and this perception of fairness prompts employees to reciprocate with their work-related outcomes.

This is further supported by the interviews conducted amongst Syrian employees and managers, for example in the interview the general manager of Technolead he stated: "I always have some concerns about my employees' job satisfaction, so I hired an expert in human psychology to interact with all employees, and his major duty is to be sure that all employees have a fair treatment and all of them are satisfied in their work".

#### **5.2.4. The Impact of Organizational Justice on Organizational Commitment**

##### **5.2.4.1. The Mediating Effect of Job Satisfaction**

*H8: distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H9: procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H10: interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

The results revealed that:

- Distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable, this is explained statically in chapter 4 tables no (4.23), (4.24), (4.25) and (4.26).

From the base model (table 4.23), it can be conclude that the distributive justice is positively related to organizational commitment. Results also revealed the fact that about 19.6% of the variation of organizational commitment has been explained by distributive justice at 95% confidence interval.

The reduce model (table 4.24) indicate that the introduction of job satisfaction (as an independent variable) has led to higher coefficient of determination (41.7%) which is 22.1% higher than the base model. The results also suggest that there is a direct impact of job satisfaction as an independent variable in the model on organizational commitment at a 99% degree of confidence.

By contrast, the full model (table 4.25) indicates that introducing intermediate variable has led to higher coefficient of determination (46.2%). This represents an increase of 4.5% as compared with reduced model. This revealed the fact that there is a significant influence of job satisfaction as a variable and mediator on the relationship between distributive justice and organizational commitment at 99% degree of confidence.

In table (4.26) the researcher conducted regression analysis for the relationship of distributive justice and organizational commitment for all employees who have a high job satisfaction



and another for those with low job satisfaction. The results show that the distributive justice has more influence on organizational commitment for workers who have high perceptions of job satisfaction than those with lower perceptions. The coefficient of determination is 54.2% for workers who have high perceptions of job satisfaction, where as the rate is 38.3% for workers with lowers perceptions of job satisfaction. This proves that the job satisfaction as an intermediate variable between distributive justice and organizational commitment.

- Procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable, this is explained statically in chapter 4 tables no (4.27), (4.28), (4.29) and (4.30).

From the base model (table 4.27), it can be conclude that the Procedural justice is positively related to organizational commitment. Results also revealed the fact that about 16.3% of the variation of organizational commitment has been explained by Procedural justice at 95% confidence interval.

The reduce model (table 4.28) indicate that the introduction of job satisfaction (as an independent variable) has led to higher coefficient of determination (43.4%) which is 27.1% higher than the base model. The results also suggest that there is a direct impact of job satisfaction as an independent variable in the model on organizational commitment at a 99% degree of confidence.

By contrast, the full model (table 4.29) indicates that introducing intermediate variable has led to higher coefficient of determination (48.6%). This represents an increase of 5.2% as compared with reduced model. This revealed the fact that there is a significant influence of job satisfaction as a variable and mediator on the relationship between procedural justice and organizational commitment at 99% degree of confidence.

In table (4.30) the researcher conducted regression analysis for the relationship of procedural justice and organizational commitment for all employees who have a high job satisfaction and another for those with low job satisfaction. The results show that the procedural justice has more influence on organizational commitment for workers who have high perceptions of job satisfaction than those with lower perceptions. The coefficient of determination is 56.1% for workers who have high perceptions of job satisfaction, where as the rate is 40.2% for

workers with lowers perceptions of job satisfaction. This proves that the job satisfaction as an intermediate variable between procedural justice and organizational commitment.

- Interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable, this is explained statically in chapter 4 tables no (4.31), (4.32), (4.33) and (4.34).

From the base model (table 4.31), it can be conclude that the interactional justice is positively related to organizational commitment. Results also revealed the fact that about 22.1% of the variation of organizational commitment has been explained by interactional justice at 95% confidence interval.

The reduce model (table 4.32) indicate that the introduction of job satisfaction (as an independent variable) has led to higher coefficient of determination (39.3%) which is 17.2% higher than the base model. The results also suggest that there is a direct impact of job satisfaction as an independent variable in the model on organizational commitment at a 99% degree of confidence.

By contrast, the full model (table 4.33) indicates that introducing intermediate variable has led to higher coefficient of determination (44.3%). This represents an increase of 5% as compared with reduced model. This revealed the fact that there is a significant influence of job satisfaction as a variable and mediator on the relationship between interactional justice and organizational commitment at 99% degree of confidence.

In table (4.34) the researcher conducted regression analysis for the relationship of interactional justice and organizational commitment for all employees who have a high job satisfaction and another for those with low job satisfaction. The results show that the interactional justice has more influence on organizational commitment for workers who have high perceptions of job satisfaction than those with lower perceptions. The coefficient of determination is 51.6% for workers who have high perceptions of job satisfaction, where as the rate is 33.9% for workers with lowers perceptions of job satisfaction. This proves that the job satisfaction as an intermediate variable between interactional justice and organizational commitment.



Suliman (2007) examined the impact of organizational justice on employees' satisfaction and performance. The study revealed that justice plays a significant role in influencing employees' satisfaction and performance, while Abu elanain (2010) stated that "the role of some variables as mediators in influencing the relationship between justice and work outcomes has not been addressed adequately, particularly in the non-Western context". And he added that the role of job satisfaction as a mediator in the relationship between organizational justice and work outcomes has not been addressed adequately, particularly in the non-Western literature. Only one study has been found in the non-Western literature, which tested the mediating role of satisfaction in the justice-performance relationship among employees in UAE (Suliman, 2007). The study reported only partial mediating role for job satisfaction regarding the relationship between justice and performance (Suliman, 2007).

In 2010 Abu elanain study for UAE showed that job satisfaction partially mediate the influence of both distributive and procedural justice on organizational commitment and turnover intention. The study also revealed that employees who perceive both distributive and procedural justice positively are more likely to enjoy higher levels of job satisfaction, which in turn lead to higher levels of organizational commitment and lower levels of turnover intention. And he also suggests that:

"Future replications and extensions in different parts of the region to circumscribe the generalizability and applicability of findings reported here. These replications will reach more general conclusions about the nature of justice-work outcomes relationships and will help in making cross-cultural comparisons". (Abu Elanain, 2010)

Abu Elanain study focused only on procedural and distributive justice and did not explore the effects of interactional justice, but in this research we will focus on three organizational justices. On the other hand this research will be based in other region from Middle East (Syria) which gives more value by governing other Middle Eastern country.

This is further supported by the interviews conducted amongst Syrian employees and managers, for example in the interview with a Syrian organization leader at Must University The dean of computing school stated "when employee treated fairly their satisfaction with the job will increase and this will lead to huge improvement in their performance and commitment".

## The Relationships among Job satisfaction and Organizational Commitment

Job satisfaction has a positive direct influence on organizational commitment, in the interview with an employee he stated “ it is 100% that job satisfaction has a great influence on organizational commitment, feeling of commitment can not be happened if I am not satisfy in my job”. The results of this study support previous research on the impact of job satisfaction on organizational commitment. In the interview with Syrian employees, the majority mentioned that job satisfaction will lead to organizational commitment, for an example one of them stated “I do not expect that their will be commitment to organization without job satisfaction”.

Many research finding indicate a positive relationship between job satisfaction and organizational commitment (e.g., Bhuian and abdul muhmin, 1997, and Harrison and hubbard, 1998)

In addition, jamal and badawi (1995) found that job satisfaction is moderately correlated with organizational commitment. Furthermore, yousef (2000) asserted satisfaction with various facets of the job directly and positively influence different dimensions of organizational commitment, and found a strong association between satisfaction and organizational commitment.

### 5.2.4.2. The Direct Effect of Organizational Justice on Organizational Commitment

*H11 procedural, distributive and interactional justices are positively related to organizational commitment.*

The results of the study revealed that organizational justice is a positive predictor of organizational commitment.

This is explained statically in chapter 4 table no (4.35). The results show that the organizational justice is positively related to organizational commitment. Results also revealed the fact that about 23.1% of the variation of organizational commitment has been explained by organizational justice style at 95% degree of confidence.



Konovsky, Folger, and Cropanzano (1987) the (distributive, interactional, and procedural) justice has an effect on organizational commitment.

This is further supported by the interviews conducted amongst Syrian employees and managers, for example in the interview an employee from aldaleel newspaper he stated “to be honest, in this newspaper I have commitment to my managers because he has a fairness treatment for all his employees; he has a big heart and lovely personality”. While the general manager of Dar alfikr go further and stated “Some employees if you just smile in his face, he works better, in Syrian culture it works”.

#### ***5.2.5. The Impact of Transformational and Transactional Leadership on Organizational Commitment***

*H12: Transformational leadership is positively related to organizational commitment.*

The results of the study revealed that transformational leadership is a positive predictor of organizational commitment.

This is explained statically in chapter 4 table no (4.36). The results show that the transformational leadership is positively related to organizational commitment. Results also revealed the fact that about 18.4% of the variation of organizational commitment has been explained by transformational leadership style at 95% degree of confidence.

A study of Syrian organizations conducted in 2008 found a direct relationship between transformational leadership and organizational commitment, while there was no significant relationship between transactional leadership and organizational commitment. (Abas, 2008). While a study of Malaysian organizations conducted by Marmaya et al. (2011) mentioned in the conclusion, that correlation analysis shows that transformational and transactional leadership style is related to employees' organizational commitment.

*H13: Transactional leadership is positively related to organizational commitment.*

The results of the study revealed that transactional leadership is not a positive predictor of organizational commitment. On this point the results of this study is compatible with Abas finding.

This is explained statically in chapter 4 table no (4.37). The results show that the transactional leadership is not positively related to organizational commitment. This relationship was not significant. Results also revealed the fact that about 14.3% of the variation of organizational commitment has been explained by transactional leadership style at 95% degree of confidence.

An important point should be mentioned, from the statistics we found that about 18.4% of the variation of organizational commitment has been explained by transformational leadership style, while 14.3% of the variation of organizational commitment has been explained by transactional leadership style. This means that transformational leadership in the studied organizations has more impact on organizational commitment than transactional leadership.

*H14: transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable.*

The results of the study revealed that transformational leadership has an impact on organizational commitment through interactional justice as a mediate variable, this is explained statically in chapter 4 tables no (4.36), (4.38), (4.39), and (4.40).

From the base model (table 4.36), it can be conclude that the transformational leadership is positively related to organizational commitment. Results also revealed the fact that about 18.4% of the variation of organizational commitment has been explained by transformational leadership at 95% degree of confidence.

The reduce model (table 4.38) indicate that the introduction of interactional justice (as an independent variable) has led to higher coefficient of determination (24.7%) which is 6.3% higher than the base model. The results also suggest that there is a direct impact of interactional justice as an independent variable in the model on organizational commitment at a 99% degree of confidence.

By contrast, the full model (table 4.39) indicates that introducing intermediate variable has led to higher coefficient of determination (29.2%). This represents an increase of 4.5% as



compared with reduced model. This revealed the fact that there is a significant influence of interactional justice as a variable and mediator on the relationship between transformational leadership and organizational commitment at 99% degree of confidence.

In table (4.40) the researcher conducted regression analysis for the relationship of transformational leadership and organizational commitment for all employees who have a high interactional justice and another for those with low interactional justice. The results show that the transformational leadership has more influence on organizational commitment for workers who have high perceptions of interactional justice than those with lower perceptions. The coefficient of determination is 46.3% for workers who have high perceptions of interactional justice, where as the rate is 29.2% for workers with lowers perceptions of interactional justice. This proves that the interactional justice as an intermediate variable between transformational leadership and organizational commitment.

Transformational leadership has been directly and positively associated with follower organizational commitment, Barling et al., 1998, Bass, 1997, and Walumbwa et al., (2004).

Walumbwa et al., (2005), in Their study explores the nature of the relationship between transformational leadership and two work-related attitudes, organizational commitment and job satisfaction, by comparing Kenya and the United States. The results show that transformational leadership has a strong and positive effect on organizational commitment and job satisfaction in both cultures. Dumdum et al., (2002); Emery et al., (2007)

Many researchers found that transformational leadership is positively correlated to leader and follower satisfaction, and employee commitment. Avolio et al., 1988, Hater and bass, 1988, Podsakoff et al., 1990, and waldman et al., 1987).

The author Ngodo (2008) has outlined a pathway from transformational leadership to positive outcomes in organizations, specifically organizational citizenship behaviour, organizational commitment, and job satisfaction, through the mediating influences of procedural justice and trust. This is in an attempt to capture the actual processes and mechanisms through which this leadership approach produces positive outcomes in organizations. Ngodo (2008) stated “By integrating several literatures, it has been shown that transformational leadership impacts trust both directly and indirectly through procedural justice, which is equally impacted directly by transformational leadership. Procedural justice, therefore, directly influences trust.

Trust, in turn, exerts direct influence on organizational citizenship behaviour, organizational commitment, and job satisfaction. These conclusions have strong support in both theoretical and empirical literature”.

In the interview an employee from Technolead company he stated “my manager is transformational leader, I feel that because my manager always give me a space of freedom in doing my job, he did not give me a specific task, I decided the task with my team, he only see the result at the end”, then he added “my commitment first to my leader, second to the organization, my leader is equal to the company”.

The Dean of computing school at Must university stated “I am a passive leader, imagine being the first person to do everything at anytime at any place, people looking at the leader and try to do what basically need to be done, I support and manage and try to do the best for the organization, I do represent the type of leadership which is the US type of management, leader works with others, leaders make commitment, be helpful, optimistic, basically help other to reach the goal, leader direct and serve and motivate, leader become a model for other to do the right things”

Although employees working under a transformational leader have an emotional involvement with the organization and its leader, and they have a feeling of obligation to remain with the organization, if employees have other job opportunities, they will not consider leaving the organization.

Transformational leadership also indirectly effect organizational commitment via interactional justice. Many employees who’s we interviewed declared that they prefer to work with transformational leadership, as an employee declared “my leader give me the target, and give me a space of freedom to reach the target, which help me to be creative, and he motivate me to do more than expected”, and for them between the three types of justice interactional justice is the first choice as an employee stated “for me interactional justice is the most important type of justice”. One of Syrian manager who count as transformational leader stated “we rely on interactional justice to reach commitment, otherwise there is nothing else, nothing related to procedural or distribution, it is all about interactional justice”, he added “its not only in Syria, it is the Arab culture, we need the respect and we have social effect and strong social influence, if any person want to have a job in my company it is important to me to know how’s know him, and if he has a good reference”.



## **5.3 Organizational Commitment and Some of Demographic Variables:**

### ***5.3.1 Organizational Commitment and Gender***

Organizational commitment may differ with regard to gender. For this reason, the researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of both male and female respondents; this is shown in Table 4.45 chapter four, the results revealed that the mean of organizational commitment were approximately equal for both males and females, 3.98 for males compared with 3.80 for females, at  $\text{sig} = 0.000$ , the level of confidence of more than 99%. This means that according to the analysis of variance there is no substantial difference between males and females in terms of organizational commitment towards the organization they work for.

The literature on the relationship between organizational commitment and gender has had mixed results. Previous studies indicate that the relationship between organizational commitment and gender is marred by a lot of ambiguity, as these previous studies revealed contradictory results. According to Mowday et al. (1982) several studies support the claim that women as a group have more commitment than men; another study by Grusky (1966) conducted upon managers in one of the utilities revealed that women have shown higher levels of commitment than men; the reason for this is that women often face more obstacles in their work place than men, so that their success in overcoming these obstacles make them more committed to their organizations.

Some researchers argued that women are more committed to organizations than men (Grusky, 1966; Hrebiniak & Alutto, 1972), because they must overcome more obstacles in order to gain employment (Grusky, 1966) and have less inter organizational mobility than males (Angle & Perry, 1981). According to Stewart et al. (2007) in general women may have higher levels of continuance commitment because they perceive more organizational entry obstacles in comparison to men. Nonetheless, our findings, like those of other researchers, do not point to very strong gender differences in organizational commitment.

This perspective is complemented by studies (Angle & Perry, 1981; McGee & Ford, 1987; O'Reilly & Caldwell, 1981) showing that workers who perceive limited employment options and higher costs associated with establishing their organizational membership (Grusky, 1966) display greater organizational commitment, perhaps specifically continuance commitment (Aven et al., 1993). An example of empirical support for this theoretical perspective



regarding gender differences in continuance commitment is a study by Wahn (1998), which found women to have higher continuance commitment than men.

Foley et al. (2004) and (Gutek et al., 1996) mentioned that women perceive more gender discrimination than men and these perceptions are associated with lower feelings of power and prestige on the job, more work conflict, more hours spent on paid work activities, and a lessened willingness to make the same career choices. Gutek et al. (1996) added that these issues reflected positively on their commitment to their available work place.

Other researchers, however, suggested that women are less committed to their work than men (Yammarino & Dubinsky, 1988; Karrasch, 2003; Schwartz, 1989). A study by Aranga et al. (1986) revealed that men showed a higher level of organizational commitment compared to women. Much of these contentions have as their roots the idea that women, as a result of their socialization, place a greater emphasis on family roles than men (Dodd-McCue & Wright, 1996; Jensen, Christensen, & Wilson, 1985; Kinnier, Katz, & Berry, 1991; Loscocco, 1990; Steffy & Jones, 1988). This in turn may result in women placing less importance on their work roles. This assertion also posits that women establish their identity through their interdependent nurturing relations with others, whereas men's socialization process leads them to identify themselves as independent, assertive, and goal-directed (Cook, 1993). Supportive of this assertion is the evidence that in the accounting profession (Aranya, Kushnir, & Valency, 1986), and in professional associations (Graddick & Farr, 1983), women are less affectively committed to their professions than men.

Recent research (Riketta, 2005; Thorsteinson, 2003) found that there were no gender differences in organizational commitment, also (Cook et al., 1993) in their study mentioned that there is no link between gender and organizational commitment. Several meta-analyses on organizational commitment have helped to elucidate the aforementioned theoretical and empirical controversy. Mathieu and Zajac's (1990) meta-analysis of the antecedents, correlates, and consequences of organizational commitment revealed that women are more organizationally committed than men, although the difference was small. Additionally, they did not find a difference in the strength of the gender-commitment relationship across commitment type (i.e., affective and continuance commitment). Aven et al. (1993) concluded from a separate meta-analysis that there were no gender differences in affective commitment. They also stated that they were unable to address the effect of gender on continuance commitment because the published research focused almost exclusively on affective



commitment. However, their meta-analysis included six studies that used the Hrebiniak and Alutto (1972) commitment instrument, which purportedly measures an employee's calculative (i.e., continuance) involvement with an organization.

A study by Aryee & Heng (1990) showed a correlation of 0.44 for the link between gender and organizational commitment of the supervisors who work on factories in Singapore, but that the relationship was not significant.

Also, the traditional division of family roles (men reliable and women take care of the home) also leads one to expect that men will show higher levels of organizational commitment. (Huber, 1986)

Arguments based on the division of the traditional family in regards to work also suggests that the links to the family may also have variable effects on men and women; for example, marrying or having children may increase the commitment for men, but decrease it for women, as long as the gender roles assume that men should be earning for the family while women should be working on breeding.

However, it does not always follow that women will have lower organizational commitment. This is especially so if the organization provides women with special types of work arrangement or facilities which reduces any work/family conflict. Such arrangements reflect the fact that some organization pay particular attention to their employees and this may lead to higher levels of organizational commitment (Meyer, Allen, 1997)

Scandura and Lankan (1997) mentioned that flexible working hours make it easy for an individual to manage both the demands of work and family needs, and Nago (1992) added that the provision of flexible working time in any organization not only reflects their interest and support for their employees, but also helps employees to achieve their personal needs, and that in turn will promote more commitment of individuals. Such arrangements are more important for women who have to strike a balance between the demands of work and family needs.

In Syria there are a variety of factors which differ between men and women; some of these are factors: family roles, socialization and different opportunities in the labour market.

Marriage and children may reduce organizational commitment among working women, so establishing a family would lead to lower levels of commitment among women, but some of the studied organizations provide their female employees with some arrangements and facilities that make family conflict / work less for them. As the general manager of IBC stated: "I treat men and women differently; males should come to work at 8:30 and leave at 17:30; while women come at 9:00 and leave at 3:30 and they get the same salary, I treated women better because this is an outcome of our culture".

### ***5.3.2 Organizational Commitment and Years of Experience***

Our aim is to test how organizational commitment may differ according to employees' years of experience. The researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of employees with different levels of expertise, this was shown in Table 4.46 chapter four, the results shows that organizational commitment of the staff varies with varying levels of expertise, as the mean of organizational commitment is 2.84 for the first category (1-4) years experience, and 3.55 for the second category (5-10) years, and 4.11 for the third category (more than 11 years). The degree of confidence is more than 99%, and this means (according to the analysis of variance) that there is a fundamental difference between organizational commitment according to level of experience.

Many previous studies had similar results, such as a study by March & Simon (1958) which revealed that with the increased length of time of service in one organization, the employees chances to get alternative employment in other organizations becomes more limited; this decline in opportunities would increase the perceived attractiveness of the individual to his present organization, which leads to increase psychological attachment to the organization. Parasuraman & Nachman (1987) revealed the existence of a direct positive correlation between the experience of the staff (number of years spent in the organization) and organizational commitment.

The study by Gregersen & Black (1992) showed a positive relationship between the number of years spent by the individual in the organization and organizational commitment, which made it clear that the survival of the individual in the organization for a longer period reduces the employment opportunities available to them in other organizations, and increase his investments in the current organization, and this leads in turn, to strengthen his commitment.



In Tella et al. (2007) study, the results shows no relationship was observed between the organizational commitment of the library personnel and their years of experience and contradicts some previous findings. They added that the result obtained in this study may be due to particular local situations. For instance Irving et al. (1997) suggest that job experience early in one's career plays a prominent role in the development of commitment. It is commonly felt that experience increases the level of commitment of workers in an organization, and this may be the case under normal circumstances.

Experience is one of the factors associated with respect in most cultures. Experience has a powerful and influential effect in the workplace, for example, that the director of a hospital may respond positively to the suggestions of his more senior doctors, who may command a great deal of respect. Such respect towards the most experienced staff in the workplace may lead to more positive returns for the benefit of all personnel, which in turn is reflected in the organizational commitment of those with less experience (Allen and Meyer, 1993).

Research conducted by Schuler et al. (1996) revealed that the most experienced workers in the Mexican companies are respected because they are implementing the values of the organization, and proved that they can adapt with it and support it, which reflected positively on their organizational commitment. A study by Trice & Bayer & Stevens (1978) also revealed that the total number of years spent by the individual at the organization had a positive relationship with the organizational commitment, while the number of years spent by the individual in the same position coincided with a negative association. A further study of hospital workers by Steers (1977) found a positive relationship between experience and organizational commitment.

On the other hand, a study by Mathieu (1991) amongst members of the armed forces showed the existence of an indirect effect of experience on organizational commitment since stress and training characteristics mediate this effect. It was posited that the experience of the individual had a negative effect on both stress and training characteristics, so that older army personnel (the most experienced) who had been trained in the life of the Army, felt less stress and this reflected positively on their commitment.

In this study on Syrian organization, we found that there is a fundamental difference between organizational commitments according to level of experience in the work place. Employees with more than ten years experience in the work place has more commitment than new

employees, for example from the interview, an employee from MIC stated: “eighteen years ago, I started my job in this institute, after all these years, I have a feeling that I belong to this place, I have a good relationship with my manager, my colleagues, even if another institute offered me a better salary, there is no way to sacrifice my current job”.

### ***5.3.3 Organizational Commitment and Age***

Our aim is to test how organizational commitment may differ according to employees' Age. The researcher conducted an ANOVA analysis of variance in order to compare the organizational commitment of employees with employees Age; this was shown in Table 4.47 chapter four. The results shows that organizational commitment in the older employees is greater compared to younger employees (organizational commitment mean for older employees is 4.17 versus 3.41 among younger employees). The degree of confidence is more than 99% and this means (according to analysis of variance) that there are fundamental differences between older and younger employees in terms of the degree of organizational commitment towards the organization they work for.

This could be explained as follows: older employees have invested their years with their employer, and in return have accumulated gains (represented in the form of increased salary, promotion, greater administrative responsibilities), which creates a kind of continuous commitment, making them bear a great loss if they leave the organization, which promotes their commitment to their organizations.

The finding of this study about the relation between age and organizational commitment is compatible with other pervious studies such as Salami (2008), Dodd-McCue and Wright (1996) and Meyer and Allen (1984). The results of the study by Salami (2008) revealed that demographic factors (age, marital status, job tenure, and educational level) of workers significantly correlated with organizational commitment. Older, married, more experienced workers had higher levels of organizational commitment than the younger, single, less experienced and less educated workers. The younger employees have not by definition not been with their employer long enough to build any commitment and may still be deciding what they want to do for a career.



The findings of this thesis are also consistent with the work of Dodd-McCue and Wright (1996) who found that workers who are older and married have more commitment to their organizations than the younger and single workers. Meyer and Allen (1984) also argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work.

Another possible explanation for lower organizational commitment of younger workers is the current high levels of unemployment of young people in Syria. Kabbani and Kamel (2007) mentioned that as many as 77% of working aged people currently unemployed in Syria are aged under 30. Whilst overall youth unemployment in Syria was only 6.5 % in 2008, amongst men aged 20 to 24 this was as high as 20% and amongst men with only general secondary education this was 18% (Kabbani, 2009).

However, the longer such workers retain their jobs and remain within the same organization, the greater their organizational commitment. This is reflected in Table 4.46 which shows that workers with more years of experience have greater organizational commitment (mean of organizational commitment is 4.11 for those with more than 11 years work experience, against 2.84 for those with less than 5 years work experience).

One of the most striking aspects of this region is its youth: 50% of the population is under the age of 25 (World Focus, 2010).

Hakim (2011) mentioned that 67% of employees who work for the private sector in the Arab Middle East have no social security. The social security in the Arab world is provided to older employees who have years of experience, and this is one reason for their high commitment to the organization they work for, while feeling unsafe for youth employees led to decrease their commitment to the work place.

Zahra (2011) argued that “monumental changes are taking place in the Arab Middle East, raising hopes that political and economic freedoms will take hold in this troubled region. Citizens of this region have the opportunity to choose political ideologies that can fuel innovation and entrepreneurship, which ultimately can transform their economies and improve their quality of life”. He concluded that some people believe that the Arab Spring will devolve into a series of incremental changes and that authoritarian military-led regimes will restore their hold on power, sabotaging reform and change. Others see it as a window into a more promising future, where the inhabitants of the Arab Middle East join the rest of

the world community and build those institutions that allow them to regain their economic and political freedoms. At the moment it is very difficult to predict the Arab world future, but I believe that the youth, who were the ones who started the Arab spring in the first place, will have better future, more job opportunity, and more participation in political and economical life. This might indeed provide the environment in which transformational leadership can flourish and lead, whilst organizational justice will have the main role in the new organizations, social security will be granted for all employees, and this in turn will help improve organizational commitment for both youth and older employees.

## **5.4. Implications of the Research**

The present study examined organizational justice as a mediator in the relationships between transformational and transactional leadership and employees' work-related outcomes.

The results of this study provide both theoretical and practical implications. First, this study represents the theoretical and empirical research regarding the antecedents and consequences of organizational justice in the studied organizations. Whilst organizational justice is an important factor as a basic requirement for the effective functioning of organizations (Greengberg, 1990).this study has demonstrated the crucial role played by interactional justice in bringing about greater employee commitment to their organizations, this study revealed the importance and impact of interpersonal working relationships in understanding employees' perceptions of fairness, and enhanced our understanding of the organizational justice factors fundamental to work-related outcomes in the Syrian organizations. Thus, this study provides a basis for further testing these organizational relationships in the Syrian context.

Second, unlike much of the research conducted in controlled laboratory experiments, the present study was conducted within the context of the organization.

Third, the findings of this study provide managers in the six Syrian organizations with insights into the formations of employees' fairness perceptions, and with some guidelines for managing employees by documenting organizational justice to draw positive attitudinal and behavioural responses from employees. The results of this study reveal that interactional justice has an influence on employees job satisfaction and organizational commitment, while



distributive justice and procedural justice has less influence on employees' job satisfaction than interactional justice.

In addition, the results of this study reveal that perceptions of distributive consequences can influence the evaluation of procedures. Syrian private organizations are characterized as having relatively unusual working hours, minimum wages, and a service imperative. Thus, given the nature of the work environment, the key may be an incentive system. This could be in the form of a bonus, a prize, a pay raise, a promotion, an extra day off, a better serving area, and so on. Whatever the incentive, it is important that employees understand what the rewards are for and how they are allocated.

In addition, transformational and transactional leadership had a direct effect on employees' perception of distributive, procedural and interactional justice, as it shown in table (8, 9, and 10) in chapter four. Therefore, recognizing employees' potential through the quality of the relationship with employees might be effective in creating their perceptions of fairness in outcomes and in the decision-making process.

On the other hand, the employees in the Syrian organizations encouraged to become more productive, to learn new skills and to take more responsibility, employee commitment could be increased under transformational leadership and concentrating on interactional justice, therefore employee turnover could be reduced. Training programs could improve employee morale and job satisfaction, also training programs could also give employees an opportunity to advance. According to Miller et al. (1992), training programs can reveal employees' capabilities and open doors to career development for promotion and better pay.

That is, when employees know exactly what the supervisor expects from them, they tend to be more satisfied with their jobs.

## **5.5. Conclusion**

The primary purpose of this study was to develop and test a model that examines the mediating role of organizational justice and job satisfaction in linking transformational and transactional leadership to organizational commitment. The results of this study provide considerable insight into the employees' perceptions of fairness that promote employees' affective responses. The test of the model indicates that perceptions of interactional justice

make a most contribution to organizational commitment. The results of this study reveal that distributive justice, interactional justice and procedural justice are interrelated.

A particular focus of this research is to identify and test the impact of transformational leadership on organizational commitment; this has been previously discussed in the West and now is applied to the Syrian context, and my own study focuses more specially on organizational justice as an intermediate variable between leadership and organizational outcomes and so presents a novel approach.

This study therefore indicates the importance of interpersonal relationship in the context of Syrian organizations and the manner in which perceptions concerning such relationships impact on organizational commitment and organizational justice.

Therefore, this study provides guidelines to help managers better understand how to increase job satisfaction and organizational commitment, and make better decisions about outcomes and procedures for their employees.



## **CHAPTER SIX**

### **6. Summary and conclusion**

This chapter provides an overview of the entire research effort and brings together the study's findings in summary form. Further, the contribution to knowledge is summarized in section 6.2 and managerial implications are presented here in section 6.3. Finally, the limitations of the current research and recommendations for future research are presented at the end of the chapter.

#### **6.1. Summary**

The objective of this study was to examine the relationship between transactional and transformational leadership, on the one hand, and job satisfaction and organizational commitment, on the other hand. A further objective was to examine whether organizational justice mediates between leadership and organizational outcomes such as job satisfaction and organizational commitment. Six Syrian organizations were surveyed to test these relationships and show support for the findings. In addition, eighteen interviews were conducted to add weight to the findings and further collaborate findings from the survey results. Hence, the methodology used in the research combined both quantitative and qualitative approaches. Moreover, in the course of the research, four models were tested to indicate the best model that would most accurately reflect the relationship between leadership and organizational outcomes to be found in the Syrian context.

Bass and Avolio's (1990) model of leadership has two leadership components, transactional and transformational leadership. The transactional leader looks at an economic exchange to meet followers' needs.

The transformational leader does more with followers and associates than set up economic exchange or agreements. Transformational leaders motivate others to do more than they originally intended and thought possible. This is achieved through four behavioural qualities, namely charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

While other studies such as Walumbwa et al., 2005, Dumdum et al., 2002; Abas, 2008 shows that transformational leaders improve organizational commitment, this study sought to find out

whether transformational leaders further make use of interactional justice to improve organizational commitment as well?

**1- How does leadership style (transformational, transactional) affect organizational justice (distributive, procedural, interactional)?**

The hypotheses that cover this research question are:

*H1: transformational leadership is positively related to procedural justice.*

*H2: transformational leadership is positively related to interactional justice.*

*H3: transactional leadership is positively related to distributive justice.*

This research shows that transformational leadership is positively related to procedural and interactional justice, and transactional leadership is positively related to distributive justice. This is presented in Chapter four, those sections testing the hypotheses, and described in Chapter five in the section on the impact of transformational and transactional leadership on Organizational Justice.

On the other hand, as highlighted in Chapter two, Literature Review, in the section on leadership and organizational justice, Nogodo (2008), Eberlin and Tatum (2008) and Pillai and Williams (1996) mentioned that transformational leadership was related to procedural justice, which in turn influenced trust and job satisfaction. In addition, the transformational leader is more concerned with interactional justice; he cares about the needs and well being of the followers and wants to be open and responsive, whilst transactional leaders might be more concerned with distributive justice.

**2- How does leadership style (transformational, transactional) affect organizational outcomes (job satisfaction, organizational commitment)?**

The hypotheses that cover this research question are:

*H5: transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable.*



*H6: transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable.*

*H7: transactional leadership has an on job satisfaction through distributive justice as a mediate variable.*

*H12: Transformational leadership is positively related to organizational commitment.*

*H13: Transactional leadership is not positively related to organizational commitment.*

*H14: Transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable.*

For H5, H6 and H7, this research shows that transformational leadership has an impact on job satisfaction through procedural justice as a mediate variable; also transformational leadership has an impact on job satisfaction through interactional justice as a mediate variable, while transactional leadership has an impact on job satisfaction through distributive justice as a mediate variable. This is presented in Chapter four in those sections testing the hypotheses, and described in Chapter five in the section on the impact of transformational and transactional leadership on job satisfaction.

Moreover, as highlighted in Chapter two, the literature review, section on Leadership, McFarlin & Sweeney, 1992; Mossholder, Bennett, & Martin, 1998 Colquitt et al., 2001, all mentioned that among various antecedents to job satisfaction, studies have shown that distributive, procedural, interpersonal and informational justice all predict job satisfaction.

Most previous research has focused on exploring the relationship between leadership and organizational justice, on the one hand (Pillai and Williams, 1996), or between organizational justice and job satisfaction, on the other hand (Colquitt et al., 2001). This current study, however, seeks in addition to pinpoint the effect of organizational justice as a mediate variable between the leadership and job satisfaction.

For H12, H13 and H14 this research shows that Transformational leadership is positively related to organizational commitment, and Transactional leadership is not positively related to organizational commitment, while transformational leadership has a substantial impact on organizational commitment through interactional justice as a mediate variable. This is

presented in Chapter four in those sections testing the hypotheses, and described in Chapter five in the section on the impact of transformational and transactional leadership on organizational commitment.

Furthermore, as highlighted in Chapter two, the literature review, section on leadership, the research studies by Walumbwa et al., 2004; Walumbwa et al., 2005, Dumdum et al., 2002; Abas, 2008, have shown that transformational leadership positively relates to job satisfaction, organizational commitment, and performance in both the west and in Syria, while Emery et al. (2007) indicate that the transformational factors of charisma, intellectual stimulation, and individual consideration are more highly correlated with job satisfaction and organizational commitment than the transactional factors of contingency reward and management- by-exception.

### **3- How does organizational justice (distributive, procedural, interactional) affect organizational outcomes (job satisfaction, organizational commitment)?**

The hypotheses that cover this research question are:

*H4: distributive, procedural and interactional justice are positively related to job satisfaction*

*H8: distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H9: procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H10: interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable.*

*H11: procedural, distributive and interactional justices are positively related to organizational commitment.*

For H4 and H11 this research shows that distributive, procedural and interactional justice are positively related to job satisfaction, and also distributive, procedural and interactional justice are positively related to organizational commitment. This is presented in Chapter four in those



sections testing the hypotheses, and described in Chapter five in the section on the impact of organizational justice on job satisfaction, and in The Direct Effect of Organizational Justice on organizational commitment.

Moreover, as highlighted in Chapter two, the literature review, sections on Organizational Justice and Organizational Outcomes, Pillai and Williams (1996), Colquitt et al., (2001), McFarlin & Sweeney, (1992); Mossholder, Bennett, & Martin, (1998) Fields, Pang, and Chiu (2000), all mentioned that organizational justice (distributive, interactional, and procedural) affects job satisfaction. While Meyer and Allen (1991) as well as Konovsky, Folger, and Cropanzano (1987) mentioned that distributive, interactional, and procedural justice all have an effect on organizational commitment.

For H8, H9 and H10 this research shows that distributive justice has an impact on organizational commitment through job satisfaction as a mediate variable, procedural justice has an impact on organizational commitment through job satisfaction as a mediate variable, and interactional justice has an impact on organizational commitment through job satisfaction as a mediate variable. This is presented in Chapter four in those sections testing the hypotheses, and described in Chapter five sections on the mediating effect of job satisfaction.

As highlighted in Chapter two, the literature review, section Job Satisfaction as a Mediate Variable, Martin and Bennett (1996) found that job satisfaction affects organizational commitment; while it has been explained earlier the relationship between organizational justice and job satisfaction, this study will assume that job satisfaction could be a mediate variable between organizational justice and organizational commitment.

Indeed, Abu Elanain's (2010) study for UAE showed that job satisfaction partially mediates the influence of both distributive and procedural justice on organizational commitment and turnover intention.

Other researchers have noted that commitment is a mechanism by which employees come to identify with the goals and values of the organization and wish to maintain membership in the organization. Commitment is also the relative strength of an individual's identification and involvement with an organization.

This research tested fourteen hypotheses in order to answer the above research questions. In addition, this research tested four models to reach to the most acceptable model for the relationship between independent, dependent and intermediate variable. Six organizations in Syria were chosen to test out these hypotheses. This research found a significant relationship between transformational and transactional leadership, on the one hand, and organizational justice, job satisfaction and organizational commitment, on the other hand. This relationship was outlined in chapters four and five.

## **6.2. Contribution to knowledge**

Transformational leader's goal is to bring followers up to a level where they can accomplish a task without direct supervision. Einstein (1995) shows how a transformational leader uses three steps to bring about this transformation. These steps are diagnosing the leadership situation, transacting the relationship between leader and followers, and transforming into effective employees. By allowing his or her employees to mature, the leader is able to leverage the organizations resources and accomplish much more than was expected.

Abas (2008) study focused on organizational commitment in both private and public sector in Syrian factories, and found that organizational commitment was greater in the private sector than in the public sector. Moreover, he found that the effects of combined transformational and transactional leadership in promoting organizational commitment were greater in the private sector than in the public sector.

The current study by contrast focused exclusively on the private sector in Syria, and building on the finding already established by Abas, sought to investigate the issue of organizational commitment in greater depth.

First of all, the current study extended the scope of study within the private sector by including the service sector; hence it included six firms chosen across three sectors (two selected from each sector): Education and Training; print publishing; and engineering.

Secondly, and perhaps more crucially, the current study included both qualitative and quantitative approaches. As well as using survey techniques and questionnaires, this study used both in depth interviews and observational data to provide more in depth analysis of issues related to leadership style and organizational commitment.



Thirdly, in contrast to Abas, the current study also included the issues of organizational justice as an intermediate variable between style of leadership and organizational commitment.

Indeed, the variable of organizational justice was examined through three separate aspects namely distributive, procedural and interactional justice. The added complexity of ensuring variables, compared to Abas research, led the researcher to examine a number of analytical models in order to best describe the inter relationships between styles of leadership, organizational justice and organizational commitment in the Syrian context. Hence, four separate analytical models were tested in the process of the current research before settling on the best model that would most accurately reflected the situation in the field of study.

Finally, the present study was able to refine the analysis even further by focusing on various demographic factors influencing organizational commitment, such as gender, age and length of work experience, all factors which are not explored in any depth in Abas study.

This present research, in line with Abas findings, also found a significant increase in organizational commitment when correlated with transformational leadership.

Especially the finding from this research indicated that the interactional justice played an important role in mediating the relationship between transformational leadership and organizational commitment. However this research finding takes the debate further by including issues of organizational justice. Thus, the present research shows that when transformational leaders use procedural and interactional justice, this will lead employees to have more job satisfaction and more organizational commitment. Transformational leadership also indirectly effect organizational commitment via interactional justice. Many employees who's we interviewed declared that they prefer to work with transformational leadership, as an employee declared "my leader gives me the target, and gives me a space of freedom to reach the target, which helps me to be creative, and he motivates me to do more than expected", and for them between the three types of justice interactional justice is the first choice as an employee stated "for me interactional justice is the most important type of justice".

In chapter five, section the impact of transformational and transactional leadership on organizational commitment, we found that the full model (table 4.39) indicates that introducing intermediate variable has led to higher coefficient of determination (29.2%). This represents an

increase of 4.5% as compared with reduced model, and the reduce model (table 4.38) indicate that the introduction of interactional justice (as an independent variable) has led to higher coefficient of determination (24.7%) which is 6.3% higher than the base model. This revealed the fact that there is a significant influence of interactional justice as a variable and mediator on the relationship between transformational leadership and organizational commitment at 99% degree of confidence.

In this study the transactional leadership has no direct impact on organizational commitment. This relationship is based on assumption that by explaining what the leader wants and then rewarding the appropriate behaviours, the leader directs followers to the performance level desired (Bass & Avolio, 1990).

This research shows that when transactional leader use distributive justice, this will lead employees to have more job satisfaction and more organizational commitment. From chapter five, section The Mediating Effect of Organizational Justice, the full model (table 4.21) indicates that introducing intermediate variable has led to higher coefficient of determination (34.6%). This represents an increase of 6.1% as compared with reduced model, and the reduce model (table 4.20) indicate that the introduction of distributive justice (as an independent variable) has led to higher coefficient of determination (28.5%) which is 7.1% higher than the base model. This revealed the fact that there is a significant influence of distributive justice as a variable and mediator on the relationship between transactional leadership and job satisfaction at 99% degree of confidence.

The primary purpose of this study was to develop and test a model that examines the mediating role of organizational justice and job satisfaction in linking transformational and transactional leadership to organizational commitment. The results of this study provide considerable insight into the employees' perceptions of fairness that promote employees' affective responses.

The test of the model indicates that perceptions of interactional justice make important contribution to organizational commitment. From chapter four, section test the models, we found that the results mentioned in table 4.44, as illustrated in figure 4.11 reveal that adding two paths to the main model so as to test the direct relation between the transformational leadership, and interactional justice on the one hand, and the organizational commitment on the other, led to tangible improvement in the quality of the model homogeneity (compared with the main model).



A particular focus of this research is to identify and test the impact of transformational leadership on organizational commitment; this has been previously discussed in the West by researchers such as Walumbwa et al. (2005), Emery et al. (2007). All these research studies have shown that transformational leadership positively related to job satisfaction, organizational commitment, and performance.

This has now been applied to the Syrian context in the course of my own research, which has focused more specially on organizational justice as an intermediate variable between leadership and organizational outcomes and so presents a novel approach.

There is no substantial difference between males and females in terms of organizational commitment towards the organization they work for.

There is a fundamental difference between organizational commitment according to level of experience, employees with more years of service and experience has more commitment than employees with fewer years of services and experience.

There are fundamental differences between older and younger employees in terms of the degree of organizational commitment towards the organization they work for. Organizational commitment in the older employees is greater compared to younger employees.

This study indicates the importance of interpersonal relationship in the context of Syrian organizations and the manner in which perceptions concerning such relationships impact on organizational commitment and organizational justice.

This study provides guidelines to help managers and leaders better understand how to increase job satisfaction and organizational commitment, and make better decisions about outcomes and procedures for their employees.

### **6.3. Managerial Implications**

The findings of this study suggest some important advice for managers and leaders in the six studied organizations. To increase employee's commitment and employee's job satisfaction, a manager should emphasize work relationship building by fostering cooperation among team members, providing resources and support and providing a role model for subordinates to follow. Merely focusing on task accomplishment through rewards and punishment cannot

achieve that. As revealed in this study, implementing transformational leadership style with interactional justice is very important to increase organizational commitment and job satisfaction. Managers and leaders in the studied organizations need to establish more positive attitudes towards employees, and using interactional justice in shaping behaviour so that they can bring out the best their employees have to contribute to their organizations.

## **6.4. Limitations**

As with all empirical research, this study also has limitations. First, a limitation of the study is based upon methodology, because data were collected from only six organizations. Therefore, this study may not be generalizable. The data and analysis focuses on three sectors of Syrian business, they are spread across three sectors (two selected from each sector): Education and Training; print publishing; and engineering, the significance of which needs to be explored in other sectors. There were some similarities across the three sectors, suggesting that there could be common behaviours across many Syrian sectors.

The second limitation of this study is that data were collected at a single point in time. That is, relationship among the independent and dependent variables cannot be concluded. For example, it may be found that, over time, procedural justice does have a strong effect on organizational commitment and turnover intentions. Third, since the instrument was also presented to Arabic-speaking respondents, it had to be translated into the Arabic language. Although the back translation method was conducted to identify and modify inconsistencies between the English and Arabic versions, invalid responses may have been collected from Arabic-speaking due to misunderstandings.

The third limitation of this study is that the questionnaire was translated from English to Arabic using the services of trained linguist and expert in translation. This means that whilst every necessary step has been taken to ensure the validity and reliability of the questionnaires in relation to their original design and use in the American context, the use of the questionnaire design in a different language and in different cultural setting necessarily and unavoidably alters the nature of the instrument being used for measuring organizational attitudes and commitment. However, adequate steps were taken to ensure the questionnaires



validity and reliability as applied specifically to the Syrian context by using a pilot study and refining both the questions and the wording to suit the Syrian organizational environment.

A further limitation is that although the study has focused on Syrian business leadership this context is not entirely isolated from western business. Many Syrian managers have been educated in western universities and business schools and this is likely to explain similarities of behaviour between western and Syrian managers.

This study provides a conceptual foundation for organizational justice. An enhanced understanding of the antecedent of organizational justice resulted in increased understanding of the organizational justice factors fundamental to employees' work related to attitudes and behaviours. Future research should examine other antecedents and consequences found to be important in previous organizational behaviour research in order to look at a broader organizational environment in attributing employees' perceptions of fairness, including perceived organizational support, actual turnover, and organizational citizenship behaviour. Another characteristic of this study suggests the need for replication in other settings.

Therefore, future research conducted in other settings could improve the generalizability of the results. The purpose of a longitudinal study is to examine the continuity of the responses and to observe changes that occur over time (Zikmund, 1997). Employees' perceptions of fairness may be variable in terms of their relationships to other organizational behaviours. Thus, longitudinal research might be recommended for future research. Also future research in different culture in terms of employees' attitudes and behaviours might also be recommended.

## **6.5. Recommendations of Future Research**

This study explored and tested the relationship among transformational and transactional leadership, the three type of organizational justice: distributive justice, procedural justice and interactional justice, job satisfaction, and organizational commitment in Syria. The examined data were limited to employees and managers from six Syrian private organizations in three different categories: education, media and engineering services. It is recommended that future research be collected and examined from different sectors, such as public sector, military, manufacture, and so forth.

This study can also be extended to include other Arab countries in the region such as Egypt, Jordan and the Arab Gulf Countries. Extending the scope of the research to the Arab countries allows researchers to identify the impact of leadership on organizational commitment in each country, in addition to conducting comparative studies among these Middle Eastern countries.

Observation of different countries (not only the Arab countries) should be compared to each other to discover the similarities and the differences between the different cultures and backgrounds, and to explore the suitability of this model.

This study conducted on only six Syrian organizations within a short timeframe. As such, the sample size is not as large as it otherwise would have been. A longitudinal study involving a larger pool of organizations would provide a larger sample size and better grounds for generalization.

Leadership studies seem to focus primarily on the relationship between leaders and their subordinates in organizations. A consideration of the impact of systems thinking orientation on leadership practices would shed some light on the effectiveness or ineffectiveness of various leadership behaviours on organizational outcomes.

For future research, the impact of culture and human value should be considered more. According to the Value Theory of Schwartz et al. (2001) "This theory identifies what may be a comprehensive set of 10 different types of values recognized across cultures. It also specifies the conflicts and congruities among these values that give rise to a coherent circular structure of relations among them". All studies that support the values theory employed a method of measurement, namely the Schwartz Value Survey (SVS).

This present study has focused on transformational and transactional leadership in an attempt to assess the impact of cultural and human values on organizational outcomes such as job satisfaction and organizational commitment, both directly and indirectly. Transformational leaders and transactional leaders build job satisfaction and organizational commitment through perceptions of organizational justice. Therefore, organizational justice is a mediator or moderator variable.

Finally, in future research, the differences of cultures should be examined as an influencing factor.



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## Appendixes

هذا الاستبيان جزء من رسالة الدكتوراة التي أقوم بها عن أثر القيادة على العدالة التنظيمية ومخرجات العمل (الرضا الوظيفي والإلتزام التنظيمي ) الرجاء منكم التكرم بالإجابة على الأسئلة الواردة في هذا الاستبيان بدقة.

إن جميع المعلومات سوف تعامل بسريه تامه ولن يطلع عليها أي شخص عدا الباحث لذلك كتابة الأسماء غير مطلوبه.

ولكم جزيل الشكر



Appendix one

Demographic variables

الجنس :		ذكر	أنثى
		<input type="checkbox"/>	<input type="checkbox"/>
العمر:			
من 20 حتى 35	من 35 حتى 50	50 فما فوق	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
الوضع الاجتماعي:			
عازب	متزوج	أخرى	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
المستوى الدراسي:			
أقل من ثانوي	ثانوي أو معهد متوسط	جامعي	دراسة عليا
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
عدد سنوات الخبرة في هذه الشركة:			
أقل من خمس سنوات	من خمس إلى عشر سنوات		
<input type="checkbox"/>	<input type="checkbox"/>		
أكثر من عشر سنوات			
<input type="checkbox"/>			
المستوى الوظيفي: مستوى عالي (إدارة عليا )			
<input type="checkbox"/>			
مستوى متوسط			
<input type="checkbox"/>			
مستوى منخفض			
<input type="checkbox"/>			

**Gender**

Male ☐

female ☐

**Age**

From: 20 to 35  
☐

35 to 50  
☐

over 50  
☐

**Marital Status**

Married  
☐

single  
☐

other  
☐

**Level of Education**

Less than high school ☐

High school or collage ☐

University Degree ☐

Master or PhD level ☐

**Experience, years of service**

Less than 5 years ☐

between 5 and 10 years ☐

More than 10 years ☐

**Position**

High level ☐

medium level ☐

Low level ☐



Appendix two

Questionnaires in Arabic

الإلتزام الوظيفي

أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	
					1. سيكون سروري عظيما إن قضيت حياتي الحرفية (أو المهنية) في هذه المنظمة
					2. أشعر بالمتعة ( أو بالسرور ) عندما أتحدث مع أصدقائي عن عملي في هذه المؤسسة
					3. أشعر أن مشكلات هذه المنظمة هي ( أو تعتبر) مشكلاتي الخاصة
					4. أشعر أنه من الممكن بسهولة أن أرتبط بأية منظمة كارتباطي بهذه
					5. لا أشعر بأية عاطفة إيجابية نحو هذه المنظمة أو ( لا أعاطف مع هذه المنظمة ) أو (لا أقدم أية مشاعر عاطفية لهذه المنظمة )
					6. لهذه المنظمة قيمة عظيمة بالنسبة لي
					7. لا أشعر بارتباط شديد بهذه المنظمة

الرضا الوظيفي

في عملي الحالي هذا ما أشعر به باتجاه .....

مستاء جدا	مستاء	محايد	راض	راض جدا	
					1. انشغالي في العمل طول الوقت
					2. الفرصة بالقيام بالعمل منفرداً
					3. الحرية في إبداء رأيي الشخصي
					4. فرصة للقيام بأشياء مختلفة من وقت لآخر
					5. فرصة لأكون "شخص نافع" في المجتمع
					6. فرصة لتجربة طريقي الخاصة للقيام في العمل
					7. الطريقة التي يعالج بها رئيسي العمال
					8. قدرة مشرفي على صنع القرار
					9. ظروف العمل
					10. القدرة على فعل الأشياء التي لا تتعارض مع ضميري
					11. استقرار العمل
					12. طريقة تعامل زملائي مع بعضهم البعض
					13. فرصة للقيام بأشياء لأشخاص آخرين
					14. فرصة لنقول للناس ما يجب فعله
					15. المديح الذي أحصل عليه عند القيام بعمل جيد
					16. فرصة لفعل شيء ما يمكنني من استخدام قدراتي
					17. طريقة تنفيذ سياسات الشركة
					18. شعوري بأنني أنجز شيئاً مفيداً عند قيامي بعملي
					19. الراتب مقابل العمل الذي أقوم به
					20. فرصة على التطور في هذا العمل



## العدالة التنظيمية

العبارات التالية تتعلق في مشاركتك وموقفك اتجاه المشرف

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	
					1. مشرفي يتخذ القرارات بتجرد (أو بلا انحياز)
					2. مشرفي يستمع (أو يستيقن من سماعه) لاهتمامات الموظفين جميعها قبل اتخاذ قرارات العمل
					3. يأخذ مشرفي المعلومات الكاملة والدقيقة قبل أن يتخذ قرارات العمل
					4. مشرفي يوضح القرارات ويزودها بمعلومات إضافية عندما يطلب (أو يلتمس) الموظفون ذلك
					5. قرارات العمل كلها تُطبّق بثبات على جميع الموظفين المعنيين (أو المتأثرين بها)
					6. يسمح للموظفين بأن يعترضوا أو يطالبوا (أو يناشدوا) بتغيير قرارات مشرفي
					7. مشرفي يكافئني بعدل عندما أرفع مسؤولياتي
					8. مشرفي يكافئني بعدل عندما أضع في اعتباري ما أحصله من تعليم وتدريب
					9. مشرفي كافئني بعدل عندما وضعت في اعتباري الجهد (أو مقدار الجهد) الذي قدمته
					10. مشرفي كافئني بعدل عندما وضعت في اعتباري الضغط والإجهاد الذي أعانيه في وظيفتي
					11. مشرفي كافئني بعدل عندما وضعت في اعتباري العمل الذي قمت به جيداً
					12. عندما تتخذ القرارات بشأن عملي فإن مشرفي يعاملني بلطف وتقدير
					13. عندما تتخذ القرارات بشأن عملي فإن مشرفي يعاملني باحترام ومستوى رفيع (أو بجلال)
					14. عندما تتخذ القرارات بشأن عملي فإن مشرفي يشعر بحاجاتي الشخصية
					15. عندما تتخذ القرارات بشأن عملي فإن مشرفي يعاملني بصدق
					16. عندما تتخذ القرارات بشأن عملي فإن مشرفي يهتم بحقوقكموظف (أو باعتباري موظفاً)
					17. فيما يتعلق بوظيفتي فإن مشرفي يناقش معي ما تتضمنه القرارات
					18. مشرفي يقدم تبريرات ملائمة للقرارات المتخذة بشأن وظيفتي
					19. عند اتخاذ القرارات بشأن وظيفتي فإن مشرفي يقدم التفسيرات التي تعينني (أو تهمني)
					20. مشرفيغالبا يشرح لي بوضوح أي قرار يتخذ بشأنني

## القيادة

القيادة في المؤسسة التي أعمال بها.....

لا على الاطلاق	مرة واحدة في حين	في بعض الاحيان	غالبا	كثيرا	
					1. تختبر الافتراضات (الخطيرة أو المهمة أو الحاسمة) لتتبين إن كانت ملائمة .(أو لمعرفة هل هي ملائمة)
					2. تتحدث عن أهم القيم والمعتقدات
					3. تبحث عن وجهات النظر المختلفة عند حل المشكلات
					4. تتحدث بتفاؤل عن المستقبل
					5. تغرس فيّ الفخر لكوني مشمول بها
					6. تتحدث بحماسة عما يحتاج لإنجاز
					7. تحدد أهمية وعيك القوي بالهدف
					8. تقضي الوقت في التعليم والتدريب
					9. تتجاوز المصلحة الخاصة من أجل مصلحة الجماعة
					10. تنظر إلي كفرد أكثر من كوني عضواً في الجماعة
					11. تتصرف بطرائق تؤسس احترامي
					12. تأخذ بالاعتبار العواقب الأخلاقية للقرارات
					13. تُظهر الإحساس بالقدرة والثقة
					14. تبين الرؤية المقنعة للمستقبل
					15. تعتبر أنه لدي حاجات وقدرات ومطامح مختلفة عن الآخرين
					16. تجعلني أنظر إلى المشكلات من زوايا مختلفة
					17. تسعدني في تطوير قوتي ( قدراتي)
					18. تقترح طرائق جديدة من النظر إلى كيفية إتمام المهمات
					19. تؤكد أهمية الوعي الجماعي بالمهمة ( أو الرسالة)
					20. تعبر عن الثقة بتحقيق الأهداف
					21. تعينني في تبادل الجهود
					22. تخفق في رآب الصدع إلى أن تصبح المشكلات خطيرة
					23. تركز الاهتمام على المخالفات والأخطاء والاستثناءات والانحرافات عن المعايير
					24. تناقش بدقة من المسؤول عن تحقيق الأهداف
					25. تنتظر وقوع الأخطاء قبل البدء بالتحرك
					26. توضح ما يتوقعه أحدهم عن تحقيق الأهداف
					27. تُري أنه (أو أنها) يؤمن بقولهم : لا تصلحها حتى تنكسر (أو إذا لم تخرب فلن تُعمر)
					28. توضح أن المشكلات يجب أن تتازم ( أو تصبح مزمنة أو خطيرة ) قبل أخذ القرار بالتحرك
					29. تركز كل الاهتمام على معاملة الأخطاء والشكاوى والإخفاقات
					30. تتعقب كل الأخطاء
					31. توجه اهتمامي نحو الإخفاقات للوصول إلى المعايير
					32. تعبر عن الرضى عندما أكون بمستوى التوقعات



Appendix three

Questionnaires in English

Organizational commitment

1- I would be very happy to spend the rest of my career with this organization.
2- I enjoy discussing my organization with people outside it.
3- I really feel as if this organization's problems are my own.
4- I think that I could easily become as attached to another organization as I am to this one.
5- I do not feel "emotionally attached" to this organization.
6- This organization has a great deal of personal meaning for me.
7- I do not feel a strong sense of belonging to my organization.

Meyer & Allen (1984) Measurement for the Organizational Commitment

Job satisfaction

1- Being able to keep busy all the time
2- The chance to work alone on the job
3- The freedom to use my own judgment
4- The chance to do different things from time to time
5- The chance to be "somebody" in the community
6- The chance to try my own methods of doing the job
7- The way my boss handles his/her workers
8- The competence of my supervisor in making decision
9- The working conditions
10- Being able to do things that don't go against my conscience
11- The way my job provides for steady employment
12- The way my co-workers get along with each other
13- The chance to do things for other people
14- The chance to tell people what to do
15- The praise I get for doing a good job
16- The chance to do something that makes use of my ability
17- The way company policies are put into practice
18- The feeling of accomplishment I get from the job
19- My pay and the amount of work I do
20- The chance for advancement on this job

Minnesota satisfaction questionnaire (MSQ) developed by Weiss et al. (1967)

Organizational justice

1- Job decisions are made by my supervisor in an unbiased manner.
2- My supervisor makes sure that all employee concerns are heard before job decisions are made.
3- To make job decisions, my supervisor collects accurate and complete information.
4- My supervisor clarifies decisions and provides additional information when requested

by employees.
5- All job decisions are applied consistently across all affected employees.
6- Employees are allowed to challenge or appeal job decisions made by my supervisor.
7- My supervisor has fairly rewarded me when I consider the responsibilities I have.
8- My supervisor has fairly rewarded me when I take into account the amount of education and training that I have.
9- My supervisor has fairly rewarded me when I consider the amount of effort that I have put forth.
10- My supervisor has fairly rewarded me when I consider the stresses and strains of my job.
11- My supervisor has fairly rewarded me when I consider the work that I have done well.
12- When decisions are made about my job, my supervisor treats me with kindness and consideration.
13- When decisions are made about my job, my supervisor treats me with respect and dignity.
14- When decisions are made about my job, my supervisor is sensitive to my personal needs.
15- When decisions are made about my job, my supervisor deals with me in a truthful manner.
16- When decisions are made about my job, my supervisor shows concern for my rights as an employee.
17- Concerning decisions about my job, my supervisor discusses the implications of the decisions with me.
18- My supervisor offers adequate justification for decisions made about my job.
19- When making decisions about my job, my supervisor offers explanations that make sense to me.
20- My supervisor explains very clearly any decision made about my job.

Questions from 1-6 procedural justice developed by Niehoff and Moorman (1993).

Questions from 7-11 Distributive Justice Index, developed by Price and Mueller (1986).

Questions from 12-20 interactional justice developed by Niehoff and Moorman (1993).

## Leadership

1- re-examines critical assumptions to questions whether they are appropriate
2- talks about their most important values and beliefs
3- seeks differing perspectives when solving problems
4- talks optimistically about the future
5- instills pride in me for being associated with him/her
6- talks enthusiastically about what needs to be accomplished
7- specifies the importance of having a strong sense of purpose
8- spends time teaching and coaching
9- goes beyond self-interested for the good of the group
10- treats me as an individual rather than just as a member of a group
11- acts in ways that builds my respect
12- considers the moral and ethical consequences of decisions
13- displays a sense of power and confidence
14- articulates a compelling vision of the future
15- considers me as having different needs, abilities, and aspirations from



others
16- gets me to look at problems from many different angles
17- helps me to develop my strengths
18- suggests new ways of looking at how to complete assignments
19- emphasizes the importance of having a collective sense of mission
20- express confidence that goals will be achieved
21- provides me with assistance in exchange for my efforts
22- fails to interface until problems become serious
23- focuses attention on irregularities, mistakes, exceptions, and deviations from standards
24- discusses in specific terms who is responsible for achieving performance targets
25- waits for things to go wrong before taking actions
26- makes clear what one can expect to receive when performance goals are achieved
27- shows that he/she is a firm believer in "if it ain't broke, don't fix it"
28- demonstrate that problems must become chronic before taking action
29- concentrates his/her full attention on dealing with mistakes, complaints, and failures
30- keeps track of all mistakes
31- directs my attention toward failures to meet standards
32- expresses satisfaction when I meet expectations

The MLQ 5X-Short rater form developed by Bass and Avolio (1995)  
 Questions from 1-20 transformational leadership  
 Questions from 21-32 transactional leadership

502 participants' answers the survey questions from the six organizations, and it is organized as the following:  
 1-59 organization one  
 60-201 organization two  
 202-272 organization three  
 273-394 organization four  
 395-458 organization five  
 459-502 organization six

## **Appendix four**

### **Interview questions:**

1 How do you understand about the role of the leader in the organization? , or what does leadership mean to you?

2 what does organizational justice mean to you?

3 what does job satisfaction mean to you?

4 what does organizational commitment mean to you?

5 what are the factors that affect your job satisfaction?

6 what are the factors that affect your commitment to your organization?

7 do you agree with the idea that the relationship between leadership and commitment is achieved by having organizational justice as a mediator?

During the interview, new questions can be brought up as a result of what the interviewee says, such as:

- would you give me an example?
- Can you elaborate on that idea?
- Would you explain that further?
- I'm not sure I understand what you're saying.
- Is there anything else?



## **Appendix five**

### **Pilot Study**

A pilot test was necessary in order to test out the wording of the questionnaire and in order to ensure the reliability of the MLQ instrument and the other instrument in the setting of the referent organization. In this respect, the survey instrument was administered to more than 100 participants from the six Syrian organizations (in our case study) and we got 77 answers. The participants included managers, supervisors, and subordinates. Results indicated internal consistency of responses. According to Gale Group, Inc. (2002) Encyclopedia of Public Health Information about pilot study, a pilot study is a small-scale methodological test intended to ensure that proposed methods and procedures would work in practice before being applied in a large, expensive investigation.

### **The Measurement of Organizational Commitment:**

There are several measurement for organizational commitment in the literature, and had been used during the previous years, yet the Organizational Commitment Questionnaire (OCQ) which was created by Porter et al. (1974) as a measurement for organizational commitment had dominate the literature in the past twenty years, due to the fact that most of the discoveries related to the commitment, as well as the results and recommendation of the future researches that have been achieved so far depended on that measurement. In an analytical study of the previous studies performed by Mathieu & Zajac (1990) shows that 90 out of 174 independent specimens (52%) used OCQ as a measurement for organization commitment. According to what Mowday et al. (1982) see, the mean average that can be obtained from this measurement reflects a short index to the commitment of the individual.

However, it is worth noting that OCQ has been criticized due to the overlapping of some of its items with the organizational results, such as quitting the work and performance (Reichers,1985), due to the fact that this measurement identified commitment on the light of its results, such as the intention to remain, motive to perform and exert effort for the benefit of the organization. These criticisms led to the appearance of new trends in identifying and measuring commitment. They concentrated on the multi-dimensional nature of commitment. The most prominent one of these trends was the study of O'Reilly&Chatman (1986). They identify commitment as a concept of multi-dimensions that reflects the psychological correlation of the individual towards the organization.

The most important contribution that has been presented in this field was the study of Allen & Meyer (1991). Allen & Meyer noticed that the common point of view in the multiple identifications of commitment is based on the concept that the commitment is a psychological state that distinguishes the relationship of the individual with the organization. It has effects on his decision in continuing the membership of the organization. They inferred that the aspects of difference in the identification presented in the literature of commitment are represented in the nature of the described psychological state. On the light of this, they distinguished between three components of the organizational commitment: Affective Commitment, Continuance Commitment and Normative Commitment.

The affective commitment indicates to the emotional correlation of the individual with the organization and his identification with it and engagement in it. Thus the employees who have high level of affective commitment continue working inside the organization because they desire and love that.

As for the continuance commitment, it indicates the realization of the individual to the costs accompanying his leave from the organization. The employees who are correlated with their organizations, according to continuance commitment, stay inside the organization because they need to do so because of the cost of living.

As for the normative commitment, it reflects the feelings of commitment to continue working inside the organization, where the employees who have high levels of normative commitment stay inside the organization, because they feel that they are expected to stay, or it is their duty to stay in the organization.

It is worth noting here that the approach presented by Allen & Meyer is considered the best contributions that have been presented in the literature of organizational commitment so far. So, it avoided all the weak points that appeared in the approaches that preceded it. It proved its efficiency in practical application. If we go back to the previous identifications that had been done by the researchers of commitment, we will find that each one of them must be enlisted by one of the constituents established by Allen & Meyer.

Many studies were performed as an attempt to check the extent of validity and reliability of the measurements of organizational commitments that are established by Porter et al. (1974), and Meyer & Allen (1984), in consideration to the fact that they are one of the most



prominent measurements that gained the acceptance of the organizational commitment researchers. Most of these studies revealed the existence of high degree of validity and reliability for both measurements that are differed by the difference of the different cultures of the environment in which these studies were performed.

Based on what is mentioned above, the researcher measured the organizational commitment by using each of Porter et al. (1974) measurement, and the measurement of Allen and Meyer (1990) for affective commitment so as to reach to know which is more suitable to the nature of the Syrian environment.

### **Validity and Reliability of the Measurements used in the study:**

The Reliability of the measurement means its precision, homogeneity, and consistency of what its measure of information about the conduct and trends of the investigated subjects, which is known as Test Retest method.

However, Cronbach suggested an equation depending on the mean average of the Inter-item correlation among the items of the measurement. He called them, Alpha Coefficient for the Reliability of Homogeneity of the measurement and its internal consistency. Poznanski (1997) indicated that whenever the Cronach's Alpha Coefficient is (80%) and more, the more this would indicate the reliability and internal consistency of the used measurement.

While the validity of the measurement is meant to know the extent of its capacity to measure, and consequently the capacity to reach to correct conclusions about the inclinations and the conduct of the investigated subjects when using it. The validity test of the measurement is done either by using the Exploratory Factor Analysis or through analyzing the matrix of vocabularies (items) correlation, and assigning the factors that may describe the factor construct of to it, which is known as the validity of Internal Construct, where the items from which the measurement is constructed from are disposed of in less number of factors through the factor loading on the extracted factors. Marion et al. (1995) indicates that the standard of singular commitment of the extracted factor is represented in the fact that the loading of this item on the factor should not be less than (0.45). The results that have been reached to are represented as the following:

**The Results of the Statistical Analysis of the Reliability Test of the Study Measurements:**

**The Results of the Statistical Analysis of the Reliability Test of the Organizational Commitment Measurements:**

The results of reliability test revealed the (internal consistency) for each of Porter et al. measurement for organizational commitment, (which consists of fourteen items), and Allen & Meyer's measurement of organizational commitment (which consists of seven items) in the studied organizations, shown in table no. (1) that the measurement of Allen & Meyer is characterized by much larger amount of reliability and internal consistency in the Syrian environment, compared to Porter et al. measurement, where the value of Cronbach's Alpha Coefficient for the measurement of Allen & Meyer amounted (0.8638) against (0.8233) for the measurement of Porter et al. Accordingly, the researcher will depend on Allen & Meyer measurement to measure the organizational commitment in the current study. The study will be confined to the first construct of commitment (Affective Commitment), taking into consideration that the organizations must seek to enhance this type of commitment among its members. The researcher used the affective commitment and the organizational commitment as one thing.

Table no. (1)

Reliability Test (Internal Consistency) For the Measurements of Organizational Commitment.

Measurement	M	SD	$\alpha$
Porter et al. Measurement for Organizational Commitment (Fourteen Items)	39.52	6.67	0.8233
Allen & Meyer Measurement for Organizational Commitment (Seven Items)	22.86	7.66	0.8638

**The Results of the Statistical Analysis of the Test of Reliability of the Distributive justice Measurement:**

The results of the reliability test (internal consistency) for the measurement of Price and Mueller (1986) of the distributive justice shows that the suggested measurement (as



illustrated in table 2) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.8376).

Table no. (2)

Reliability Test (Internal Consistency) For the Measurement of Distributional justice.

Measurement	M	SD	$\alpha$
Price and Mueller measurement of Distributional justice (five items)	15.45	3.19	0.8376

**The Results of the Statistical Analysis of the Test of Reliability of the Procedural justice Measurement:**

The results of the reliability test (internal consistency) for the measurement of Niehoff and Moorman (1993) of the procedural justice shows that the suggested measurement (as illustrated in table 3) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.9217).

Table no. (3)

Reliability Test (Internal Consistency) For the Measurement of Procedural justice.

Measurement	M	SD	$\alpha$
Niehoff and Moorman (1993) measurement of Procedural justice (six items)	19.52	6.71	0.9217

**The Results of the Statistical Analysis of the Test of Reliability of the Interactinal justice Measurement:**

The results of the reliability test (internal consistency) for the measurement of Niehoff and Moorman (1993) of the interactional justice shows that the suggested measurement (as

illustrated in table 4) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.8132).

Table no. (4)

Reliability Test (Internal Consistency) For the Measurement of Interactional justice.

Measurement	M	SD	$\alpha$
Niehoff and Moorman (1993) measurement of Interactional justice (nine items)	28.33	6.71	0.8132

**The Results of the Statistical Analysis of the Test of Reliability of the Transformational leadership Measurement:**

The results of the reliability test (internal consistency) for the measurement of MLQ Bass and Avolio (1995) of the transformational leadership shows that the suggested measurement (as illustrated in table 5) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.8449).

Table no. (5)

Reliability Test (Internal Consistency) For the Measurement of Transformational leadership.

Measurement	M	SD	$\alpha$
Bass and Avolio (1995) measurement of Transformational leadership (20 items)	78.23	8.23	0.8449

**The Results of the Statistical Analysis of the Test of Reliability of the transactional leadership Measurement:**

The results of the reliability test (internal consistency) for the measurement of MLQ Bass and Avolio (1995) of the transactional leadership shows that the suggested measurement (as



illustrated in table 6) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.8546).

Table no. (6)

Reliability Test (Internal Consistency) For the Measurement of the transactional leadership.

Measurement	M	SD	$\alpha$
Bass and Avolio (1995) measurement of transactional leadership (12 items)	42	5.32	0.8546

**The Results of the Statistical Analysis of the Test of Reliability of the job Satisfaction Measurement:**

The results of the reliability test (internal consistency) for the measurement of Weiss et al. (1967) (Minnesota job satisfaction Questionnaire) of the job satisfaction shows that the suggested measurement (as illustrated in table 7) is characterized by reliability and internal consistency in the Syrian environment, where the value of Cronbach's Alpha Coefficient amounted (0.8893).

Table no. (7)

Reliability Test (Internal Consistency) For the Measurement of job Satisfaction.

Measurement	M	SD	$\alpha$
Weiss et al. (1967) measurement of Job satisfaction (20 items)	72.95	7.23	0.8893

**The Results of the Statistical Analysis of the Validity Test of Internal Construct of the Measurements of Organizational Commitment in the Syrian Studied organizations:**

The Exploratory Factor Analysis, by using the method of main constructs of perpendicular rotation – for the test of Internal Construct Validity, for each of Porter et al. measurement and

Meyer & Allen Measurement for Organizational Commitment in the studied organizations, revealed the results shown in the tables' (8) and (9).

The results mentioned in the table no. (8) indicate the fact that the items of Porter et al. measurement for organizational commitment in the studied organizations have been summarized in four factors, by using the method of main constructs of perpendicular rotation according to Eigen Values (2.88, 2.66, 2.12, and 1.51) respectively, due to the fact that the criterion of stopping extracting factors from the variables (items) subject of the test is that the Eigen root of the extracted factor must not be less than a complete one, even if there were loadings of indication on that factor. Also the results, as illustrated in table no. (8), indicate that the loadings of the entire item from which the measurement is constructed are of indication, where they exceed (0.45) according to Marion et al. (1995) measurement. But the rate of the contrasts that are interpreted by the extracted factors are relatively low, as the amount of the Cumulative % amounted (65.45%), while whenever the rate of factor contrast was high, the more this will indicate the importance of the extracted factors and the reduction in the contrast of error (remnants). It is noticed that the first factor is considered the most important of the % of Variance, as it interprets (20.58%) of the total factor contrast, while the second factor interprets (19%) only. In addition to that, the third and fourth factors interpret (15.10%), and (10.7%) respectively.

However, the results mentioned in table no. (9) revealed that the items of Meyer & Allen Measurement of organizational commitment in the studied organizations have been summarized in one factor, where the value of the Eigen root of this factor amounted (5.35). The rate of the % of Variance amounted (76.4%). Consequently, the rate of the interpreted factor contrast of Allen & Meyer measurement of organizational commitment is considered very high relatively when compared with the rate of the interpreted factor contrast of Porter et al. measurement. Also the loadings of the items of Allen & Meyer measurement, aside from being of indication, but are high too, when compared with the loadings of Porter et al. measurement on the extracted factors. This confirms the validity of Allen & Meyer measurement for organizational commitment in the Syrian Environment.



Table no. (8)

The Results of the Exploratory Factor Analysis of the Validity of Porter et al. Measurement for Organizational Commitment in the Studied Organizations

Factors	First	Second	Third	Fourth
1- I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful.	0.90	-	-	-
2- I feel very little loyalty to this organization.	0.88	-	-	-
3- I am proud to tell others that I am part of this organization.	0.88	-	-	-
4- I was not mistaken at all when decided to work in this organization.	0.65	-	-	-
5- Often, I find it difficult to agree with this organization's policies on important matters relating to this organization.	-	0.89	-	-
6- There's not too much to be gained by sticking with this organization indefinitely.	-	0.84	-	-
7- This organization really inspires the very best in me in the way of job performance.	-	0.87	-	-
8-I quit working in the organization if a slight increase in salary is available in another organization.	-	0.52	-	-
9- I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	-	-	0.77	-
10- I really care about the fate of this organization.	-	-	0.77	-
11- It would take very little changes in my present circumstances to cause me to leave this organization.	-	-	0.87	-
12- I could just as well be working for a different organization as long as the type of work was similar.	-	-	-	0.83
13- I find that my values and the organization's values are very similar.	-	-	-	0.54
14- For me this is the best of all possible organizations for which to work.	-	-	-	0.68
Eigen value	2.88	2.66	2.12	1.51
% of Variance	20.58	19.00	15.10	10.77
Cumulative (%)	20.58	39.58	54.68	65.45

Table no.(9)

The Results of the Factor Exploratory Analysis of the Validity of Meyer & Allen Measurement for the Organizational Commitment in the Studied Organizations.

Factors	One Factor
1- I would be very happy to spend the rest of my career with this organization.	0.88
2- I enjoy discussing my organization with people outside it.	0.91
3- I really feel as if this organization’s problems are my own.	0.91
4- I think that I could easily become as attached to another organization as I am to this one.	0.90
5- I do not feel “emotionally attached” to this organization.	0.91
6- This organization has a great deal of personal meaning for me.	0.84
7- I do not feel a strong sense of belonging to my organization.	0.77
Eigen value	5.35
% of Variance	76.4

**The Results of the Statistical Analysis of the Internal Construct Validity of the Measurements of Organizational justice in the Studied Organizations:**

The Exploratory Factor Analysis of the internal construct validity test for measuring the dimensions of equity in the studied organizations revealed the results shown in the table no. (10).

The results mentioned in this table, indicate to the fact that the items of organizational justice in the studied organizations, which have been summarized in three factors, by using the method of main constructs of perpendicular rotation reflect the dimensions of the organizational justice which are represented in procedural justice (six items), distributional justice (five items), interactional justice (nine items), according to Eigen values (4.53, 3.04, 2.64) respectively, due to the fact that the standard of stopping from extracting factors from the variables (items) subject of the test is that the Eigen Value of the extracted factor must not be less than a complete one, even if there were loadings of indications on that factor.

Also the results illustrated in table no. (10), indicate that the loadings of all the items from which the measurement is constructed are of indication, as they exceed (0.45) according to



Marion et al. (1995) standard. The Cumulative (%) that is interpreted by the extracted factors as a whole amounted (78.14%), which confirms the validity of the organizational justice in the Syrian environment. Table No. (10)

The Results of Exploratory Factor Analysis for the Validity of the Organizational Justice Measurement in the Studied Organizations

Factors	First	Second	Third
1- Job decisions are made by my supervisor in an unbiased manner.	0.86	-	-
2- My supervisor makes sure that all employee concerns are heard before job decisions are made.	0.88	-	-
3- To make job decisions, my supervisor collects accurate and complete information.	0.84	-	-
4- My supervisor clarifies decisions and provides additional information when requested by employees.	0.86	-	-
5- All job decisions are applied consistently across all affected employees.	0.87	-	-
6- Employees are allowed to challenge or appeal job decisions made by my supervisor.	0.76	-	-
7- My supervisor has fairly rewarded me when I consider the responsibilities I have.	-	-	0.85
8- My supervisor has fairly rewarded me when I take into account the amount of education and training that I have.	-	-	0.89
9- My supervisor has fairly rewarded me when I consider the amount of effort that I have put forth.	-	-	0.86
10- My supervisor has fairly rewarded me when I consider the stresses and strains of my job.	-	-	0.88
11- My supervisor has fairly rewarded me when I consider the work that I have done well.	-	-	0.81
12- When decisions are made about my job, my supervisor treats me with kindness and consideration.	-	0.81	-
13- When decisions are made about my job, my supervisor treats me with respect and dignity.	-	0.85	-
14- When decisions are made about my job, my supervisor is sensitive to my personal needs.	-	0.86	-
15- When decisions are made about my job, my supervisor deals with me in a truthful manner.	-	0.76	-
16- When decisions are made about my job, my supervisor shows concern for my rights as an employee.	-	0.80	-
17- Concerning decisions about my job, my supervisor discusses the implications of the decisions with me.	-	0.71	-
18- My supervisor offers adequate justification for decisions made about my job.	-	0.82	-
19- When making decisions about my job, my supervisor offers explanations that make sense to me.	-	0.84	-
20- My supervisor explains very clearly any decision made about	-	0.78	-

my job.			
Eigen value	4.53	3.04	2.64
% of Variance	24.11	25.89	28.14
Cumulative (%)	78.14	45.03	28.14

**The Results of the Statistical Analysis of the Internal Construct Validity of the Measurements of Leadership in the Studied Organizations:**

The Exploratory Factor Analysis of the internal construct validity test for measuring the dimensions of leadership in the studied organizations revealed the results shown in the table no. (11).

The results mentioned in this table, indicate to the fact that the items of measuring the dimensions of leadership in the studied organizations, which have been summarized in two factors, reflecting the dimensions of leadership which are represented in transformational leadership (20 items), transactional leadership (12 items), according to Eigen values (4.22, 5.77), respectively, due to the fact that the standard of stopping from extracting factors form the variables (items) subject of the test is that the Eigen Value of the extracted factor must not be less than a complete one, even if there were loadings of indications on that factor.

Also the results illustrated in table no. (11), indicate that the loadings of all the items from which the measurement is constructed are of indication, as they exceed (0.45) according to Marion et al. (1995) standard. The Cumulative (%) that is interpreted by the extracted factors as a whole amounted (80.08%), which confirms the validity of the organizational leadership in the Syrian environment.

Table No. (11)

**The Results of Exploratory Factor Analysis for the Validity of the Organizational Leadership Measurement in the Studied Organizations**

Factors	First	Second
1- re-examines critical assumptions to questions whether they are appropriate	0.82	-
2- talks about their most important values and beliefs	0.79	-
3- seeks differing perspectives when solving problems	0.81	-
4- talks optimistically about the future	0.86	-



5- instills pride in me for being associated with him/her	0.78	-
6- talks enthusiastically about what needs to be accomplished	0.82	-
7- specifies the importance of having a strong sense of purpose	0.73	-
8- spends time teaching and coaching	0.88	-
9- goes beyond self-interested for the good of the group	0.89	-
10- treats me as an individual rather than just as a member of a group	0.75	-
11- acts in ways that builds my respect	0.85	-
12- considers the moral and ethical consequences of decisions	0.76	-
13- displays a sense of power and confidence	0.80	-
14- articulates a compelling vision of the future	0.69	-
15- considers me as having different needs, abilities, and aspirations from others	0.70	-
16- gets me to look at problems from many different angles	0.87	-
17- helps me to develop my strengths	0.77	-
18- suggests new ways of looking at how to complete assignments	0.83	-
19- emphasizes the importance of having a collective sense of mission	0.67	-
20- express confidence that goals will be achieved	0.89	-
21- provides me with assistance in exchange for my efforts	0.76	
22- fails to interface until problems become serious	0.72	
23- focuses attention on irregularities, mistakes, exceptions, and deviations from standards	0.69	
24- discusses in specific terms who is responsible for achieving performance targets	0.71	
25- waits for things to go wrong before taking actions	0.80	
26- makes clear what one can expect to receive when performance goals are achieved	0.78	
27- shows that he/she is a firm believer in "if it ain't broke, don't fix it"	0.75	
28- demonstrate that problems must become chronic before taking action	0.69	
29- concentrates his/her full attention on dealing with mistakes, complaints, and failures	0.86	
30- keeps track of all mistakes	0.75	
31- directs my attention toward failures to meet standards	0.79	
32- expresses satisfaction when I meet expectations	0.72	
Eigen value	5.77	4.22
% of Variance	43.50	36.58
Cumulative (%)	43.50	80.08

**The Results of the Statistical Analysis of the Internal Construct Validity of the Measurements of job Satisfaction in the Studied Organizations:**

The Exploratory Factor Analysis of the internal construct validity test, for measuring the job satisfaction in the studied organizations, revealed the results shown in the table no. (12).

The results mentioned in this table, indicate to the fact that the items of measuring the job satisfaction in the studied organization have been summarized in one factor. The Eigen Value of the extracted factor must not be less than a complete one, and it is equal to (3.88) in our case.

Moreover, the results illustrated in table no. (12), indicate that the loadings of all the items from which the measurement is constructed are of indication, as they exceed (0.45) according to Marion et al. (1995) standard. The Cumulative (%) that is interpreted by the extracted factors as a whole amounted (77.55%), which confirms the validity of job satisfaction in the Syrian environment.

Table No. (12)

**The Results of Exploratory Factor Analysis for the Validity of the Job Satisfaction Measurement in the Studied Organizations**

Factors	First
1- Being able to keep busy all the time	0.77
2- The chance to work alone on the job	0.79
3- The freedom to use my own judgment	0.80
4- The chance to do different things from time to time	0.74
5- The chance to be “somebody” in the community	0.83
6- The chance to try my own methods of doing the job	0.82
7- The way my boss handles his/her workers	0.69
8- The competence of my supervisor in making decision	0.67
9- The working conditions	0.71
10- Being able to do things that don’t go against my conscience	0.78
11- The way my job provides for steady employment	0.77
12- The way my co-workers get along with each other	0.64
13- The chance to do things for other people	0.73
14- The chance to tell people what to do	0.75
15- The praise I get for doing a good job	0.82
16- The chance to do something that makes use of my ability	0.68
17- The way company policies are put into practice	0.89
18- The feeling of accomplishment I get from the job	0.81



19- My pay and the amount of work I do	0.78
20- The chance for advancement on this job	0.65
Eigen value	3.88
% of Variance	77.55
Cumulative (%)	77.55

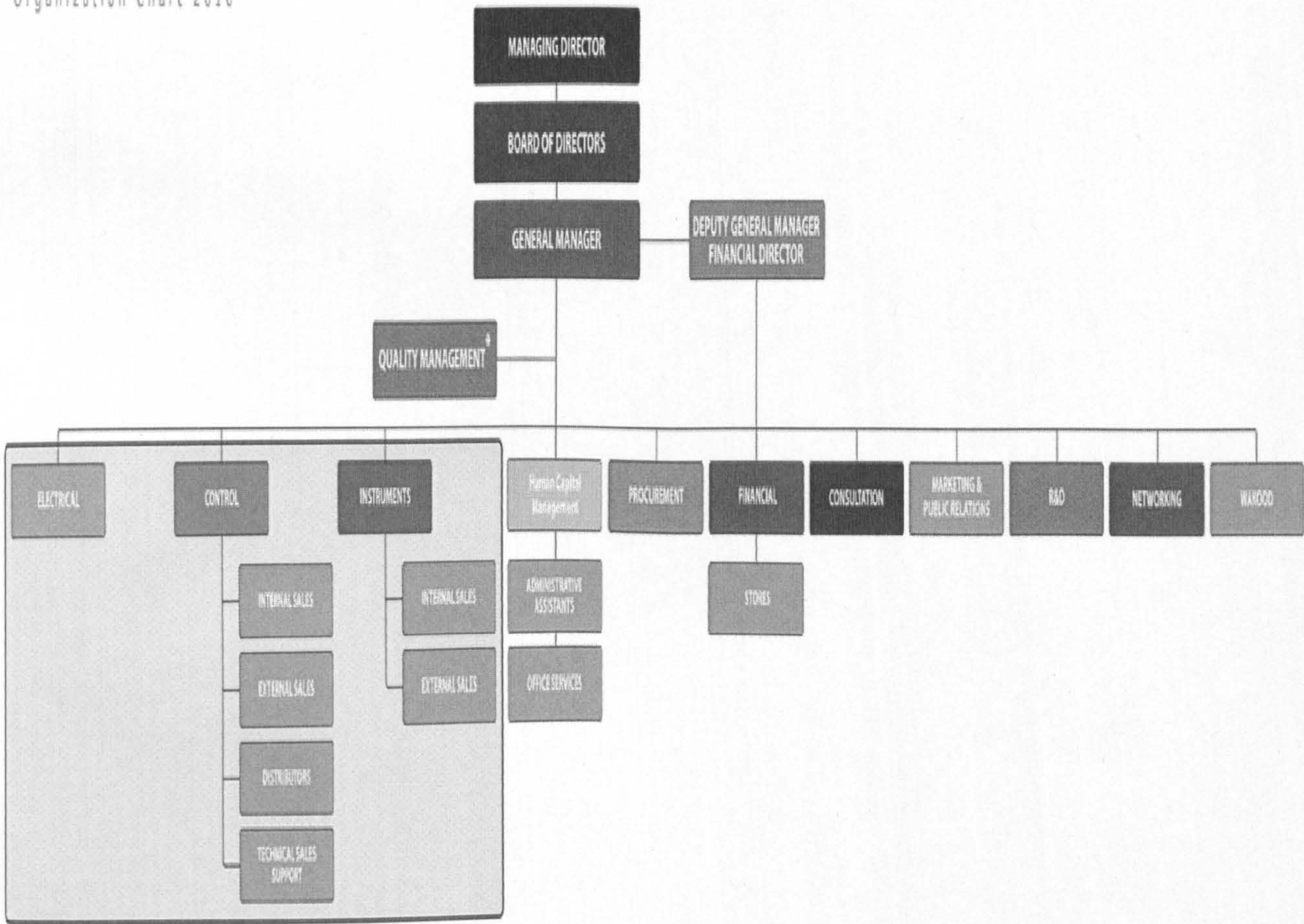
Appendix six

organizational chart:

Technolead organizational chart:



Organization Chart 2010



\* Management Representative for QMS