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Leadership, Employee Satisfaction and Turnover in the UAE Public Sector

أساليب القيادة و الرضا الوظيفي و النية لترك العمل في مؤسسات القطاع العام في
دولة الإمارات العربية المتحدة

By

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Dedication:

I dedicate this to my parents for their unconditional love and support. I also would like to send my fully thanks to my best friends (Khulood), (Fatima), (khadija) and (Noura) for their unconditional love and support.

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Abstract

This research aims to investigate the influence of leadership styles on Employees Job Satisfaction and Turnover Intention in the public sector organizations in the UAE. The study consists of three main concepts: The Transformational- Transitional of leadership styles and Employees Job Satisfaction -Turnover Intention. The paper study the two leadership styles (Transformational- Transitional) and how it can increase the level of employee satisfaction and reduce the turnover intention.

A total of 700 self-administered surveys were distributed randomly between employees of Federal Electricity and Water Authority (FEWA) and the returned and useable surveys were 106. The Bass and Avolio (1995) MLQ x5 scales used to study the transformation and transactional leadership styles. Data were collected and analyzed using SPSS.

The findings revealed that transformational and transactional leadership styles tend to play a significant role in Employees Job Satisfaction -Turnover Intention. The findings of the study also revealed that transformational leadership behaviors have a stronger positive influence on Employees Job Satisfaction than transactional leadership behaviors. Also, study found a negative significant relationship between transformational and transactional leadership styles and employees turnover intention. The findings are discussed in details in the research along with some recommendations for managers and researchers.

Keywords: Transformational leadership, Transactional leadership, Employees Job Satisfaction, Turnover Intention

المخلص

يهدف هذا البحث إلى دراسة تأثير أساليب القيادة على الرضا الوظيفي للموظفين و النية لترك العمل في مؤسسات القطاع العام في دولة الإمارات العربية المتحدة. وتتكون الدراسة من ثلاثة مفاهيم رئيسية هي: أساليب القيادة (التحويلية و الانتقالية) وتأثيرها على الرضا الوظيفي للموظفين و نيتهم لترك العمل. هذا البحث قام بدراسة أساليب القيادة (التحويلية-الانتقالية) وكيف يمكن أن تزيد من مستوى رضا الموظفين و تقلل من رغبتهم لترك العمل في المؤسسة.

تم توزيع ما مجموعه 700 استبيان ذاتي بشكل عشوائي بين موظفي الهيئة الاتحادية للكهرباء والماء والدراسات. و بلغ عدد الاستبيانات المعادة و الصالحة للاستعمال في الدراسة 106 استبيان. و لدراسة أساليب القيادة تم استخدام SPSS. و استخدم للتحليل البيانات برنامج MLQ x (1995) Bass and Avolio.

وكشفت النتائج أن أساليب القيادة التحويلية و الانتقالية تميل إلى لعب دور كبير في مستوى رضا الموظفين و تقلل من رغبتهم لترك العمل في المؤسسة. و النتائج التي توصلت إليها الدراسة كشفت أيضا أن السلوكيات القيادة التحويلية لديها أعلى تأثير إيجابي على الرضا الوظيفي للموظفين أكثر من سلوكيات القيادة الانتقالية. و كذلك وجدت الدراسة أن هناك علاقة سلبية كبيرة بين أساليب القيادة التحويلية و الانتقالية و رغبة الموظفين لترك العمل في المؤسسة. و تناقش النتائج بالتفصيل في البحث جنبا إلى جنب مع بعض التوصيات للمديرين و الباحثين.

كلمات البحث: القيادة التحويلية و القيادة الانتقالية، الرضا الوظيفي للموظفين، و النية لترك العمل

Chapter 1: Introduction

Chapter 1: Introduction

In the last several decades, management specialists have undergone in how they define leadership and their attitudes. They have moved from an autocratic and classical approach to very participative and creative approaches. It was determined that not everything new was good and not everything old was bad. Rather, different leadership styles are needed for different situations and organizations. Adopting effective leadership styles is a very great challenge to all organizations today. This paper will explore the transformational and transactional leadership style as well-known and effective leadership styles applied by many organizations nowadays.

Many researchers and specialists today are seeking to understand the practices and concepts of leadership. Transformational and transactional leadership models have attracted many research attentions (James et al, 2001; Bass & Avolio, 2003; Awamleh, Evans and Mahate, 2005; Hall et al, 2002). Many critical organizational outcomes such as employee job satisfaction, turnover intention; performance and commitment are associated with these leadership styles. ‘Federal Water and Electricity Authority’ (FEWA) are selected to be the subject of this study as one of the public utility organization in the United Arab Emirates.

Federal Electricity and Water Authority (FEWA) is a federal organization established in 1999, to generate and distribute electricity and water in the Northern Emirates of Ajman, Ras Al Khaima, Fujairah and Umm Al Qwain. The total number of employees is 2378 (558 Local and 1820 Non-Local). The ‘FEWA’ vision is “To be the most distinguished water and electricity provider in UAE” and FEWA mission is “To provide water and electricity as per international standards to obtain consumer's satisfaction”. As any other organizations FEWA needs to give a great attention to the most important assets it have which are represented in the employees whose working under its umbrella.

Organizations with employees who are professional, skillful and satisfy and without this combination the way to reach the strategy, vision and mission of the organization it seem to be difficult or possible. So, understanding the factor that increase the employee's dissatisfaction and lead the employees to leave the organization is very important to remain the employees. And this surely will help the organization to achieve its goals and strategies. This study will investigate the impact of leadership style in employees' job satisfaction and employees' turnover intention. The study shall examine different factors of transformational and transactional leadership which could have a relationship with job satisfaction and turnover factors.

1.1 Aims and Objectives of the Study

Aims of the Study

This study aims to investigate the nature of relationship and how leadership styles could affect the employees' job satisfaction level and employees' turnover intention. The study aims to address the issue through literature review and randomly distributed questionnaires. The study will analyze the impact of transformational-transactional leadership style on job satisfaction and turnover intention. The subject of the study is the employees of Federal Electricity and Water Authority (FEWA). The result of the analysis will be presented as well as a comprehensive conclusion and recommendations would be presented.

Objectives of the study

- Distinguish between transformational –transactional approaches to leadership and describe how these two styles of leadership may be effective in different ways.
- Investigate the nature of relationship between transformational –transactional leadership styles and job satisfaction.
- Investigate the nature of relationship between transformational –transactional leadership styles and turnover intention.
- To identify the main factors of transformational –transactional leadership that influencing the job satisfaction and turnover intention.
- Develop a set of recommendations which will help to enhance the employee’s job satisfaction and reduce the intention to leave the organization.

1.2 The Problem

There are several problems of employee retention, satisfaction and performance that have challenged FEWA and its managers. These HR problems are not unique problems that the organization faces as it shared by many other organizations in the UAE public sector.

The rapid growth of UAE economy during the past few years has, in general, led to increase in the number of international organizations and people coming from all over the world which encourage to coming and working in the UAE. As the results of this, the number of UAE population raised which led to increase the demand of electricity and water in the UAE. FEWA serve four areas of Northern Emirates (Ajman, Ras Al Khaima, Fujairah and Umm Al Qwain) which increase the need to study the factors which lead the employees to turnover and move to other job especially among high skills employees. The more the experience professionals is, the better chances they would have to get a higher paid job in another organizations.

Furthermore, FEWA used the hierarchical and subdivided structure and according to this the autocratic style of leadership is following by managers in FEWA which minimize the communication between managers and employees and due to this decision making is highly centralized, and the employee's engagement in organization decision is very low. Moreover, employees working under such leadership style and structure tend to show low level of motivation and satisfaction due to poor of promotions chances. This often encourages a weak sense of commitment and loyalty to the organization and increase employees intention to leave the organization.

Leadership styles have a great influence on employees' attitudes and behavior. Several studies have spotted the impact and influence of leadership styles on employees' job satisfaction and turnover. The changes in the economic conditions increase the need to take the effective of leadership style in account. The need of introduce and devise new approaches of leadership would enhance employees' job satisfaction and commitment which leading to improve the organization performance. Executive managers need to shift their focus form concentrate on the task to focusing on employees as the organization main assets. This paper will introduce and examine two leadership styles (transformational –transactional leadership) as one way will be taken to reduce employees' dissatisfaction and turnover.

1.3 Need for the Research

The study aim to investigate the relation between (transformational- transactional) leadership styles and how it could affect the employees' job satisfaction level and employees' turnover intention in the public sector organization in the UAE. The relationship between (transformational-transactional) leadership styles and employee's job satisfaction and turnover intention, within the utility (Electricity and Water service) sector in UAE, was not addressed in the literature. The utility sector in the UAE consider as one of the most important sectors in the UAE. Understanding how leadership styles would affect employees satisfy level and they willing to stay and leave the organization has a numerous impact on the design of organization structure and human resource policies and issues related to employees job satisfaction. This paper shall attempt to address this issue within FEWA origination.

Chapter 2:

Literature Reviews

Chapter 2: The Literature Reviews

2.1. Leadership Definition

Robbins and Judge (2009), they defined leadership as “the ability to influence a group toward the achievement of a vision or set of goals”.

Winston (2003) defined leadership as

“ One or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization’s mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives”

2.1.1. Leadership and Management

In 1977, an article published by Harvard Business School Professor ‘Abraham Zelznik’ in the Harvard Business Review titled as “Managers and Leaders: Are They Different?”. Since this year distinguish between managerial skills and leadership qualities become customary. Leaders usually treat as a person who is supposed to give their followers a clear vision, inspiration and common goals and objectives. While managers supposed to implement. But, the truth that is difficult to be an effective leader without having a strong managerial component. Usually, highly effective managers will have some certain leadership skills. Talking about leadership and management skills will be much better than talking about leaders and managers. Usually, management include staff hiring and firing, planning, salaries manage people and make sure that everyone know they responsibilities, duties and coordinated with other to complete the common goals and tasks. (Elef, 2004)

The largest different between managers and leaders is the way they encourage and motive people their work or follow them. Some people have both, talent to be a leader as well as management skills, these people understand that to be an effective manager they must be

an effective leader too because they realize that you can manage people, but you cannot buy their heart. Leadership and management these two terms become so confusing some time especially when people mixed between leaders roles and managers roles.

We can say that manager has subordinates, managers have a position that vested to them by the organizations they work in it. So their subordinates work for them and follow their orders and what they ask them to do. Management style is 'transactional' where they manager tells the subordinate what to do, and the subordinate do what they ask them to do because of the reward they promised to get (at least their salary) for doing so.

On the other hand, leaders do not have subordinates, at least not when they playing the leading role. Many leaders who are working in the organization have subordinates and that is because they also play the manager role. But, when they want to be a leader they have to get away the formal authoritarian control because to lead that means you have followers, and it is usually a voluntary activity. People do not follow leaders who give them just orders. They follow a leader who inspire them and lead them to their heart desire. Charismatic people, usually find it easy to attract people to follow them and their cause. Usually, leaders style is 'transformational style' they promise their followers that they not only they will receive extrinsic rewards (salary, bonus, etc..) but also they will be better people in somehow.

2.1.2. Good Leaders

We have to distinguish between two types of leaders: strategic and operational. To envision and predict the organizations future and invest the company resources are the first priority of a strategic leader. Implementing the vision is the operational leader responsibility. There are four things that strategic and operational leaders can do to reach teams and organizations success which it is selecting talented people, motivating them, coaching them and sharing and building trust between leader and followers. Leaders should try to design responsibilities that are motivating people and which it is engaging their values, and meaningful to them which will give them such of intrinsic motivation. Leaders can maximize the people motivation by make a combination of intrinsic and extrinsic rewards.

Moreover, being a good leader's need to raise the level of trust between your followers by put what you preach in action, not only talking without serious acting. Promoting transparency and involvement help to increase the level of trust. Been transparence means clarifying reasons behind any decisions, and being open about compensation policy, business development and failure as well as market information. Finally, any organizations need great leaders and effective management to success and reach it goals and strategies as well as to maximize it profit and market advantages.(Maccoby,2000)

2.1.3. Leadership: Theoretical Frameworks

There are many different theories and approaches that identify and studies leadership frameworks:

- The qualities or trait approach
- The functional or group approach
- The behavioral theories o leadership approach
- The contingency models and situational approach
- Charismatic 'leadership style'
- Transformational leadership style
- Transactional leadership style
- Inspirational approach

While some manager's utilized and used a variety of leadership styles in their day to day work and activities. Other, used only one or two of the leadership styles, but the question comes to mind how far the particular styles or behaviors of leadership contribute to an organizational performance and individual work performance, employees overall satisfaction with their supervisors, colleagues and work itself. (Oshagbemi and Ocholi, 2006).

Executive managers and leaders have to move their concern from focusing on the task to focusing on employees. In this rapidly changing and challenging environments, the organizations today has reasons to call for more flexible and adaptive leadership because adaptive leader work more effectively with these rapidly changes and challenges. Two

new styles of leadership were labeled the type of adaptive leadership style described above 'transformational and transactional leadership'. (Bass et al, 2003) This research will be focused in these two leadership styles.

2.1.4. Transformational and Transactional Leadership

Transformational Leadership Theory

According to Bass et al (2003), there are two categories of leadership styles: 'transformational' and 'transactional'. The first distinction between transformational and transactional leadership made by Downton (1973, cited in Hay, 2006) but the idea doesn't get much of attention until political leader was published that worked by James McGregor Burns' (1978). He distinguished between these two styles of leaders, the transactional (ordinary) leaders, who have used a tangible reward system to gain the loyalty of followers and transformational (extraordinary) leaders, who has focused on extrinsic needs of their followers to achieve the common goals and outcomes.(Japhnoun & Al Ransasi, 2005; Xirasgar, 2008; Sarros & Santora, 2001; Bass et al, 2003).

There are two main reasons lead to increase the interest in transformational leadership styles over the last three decades (Hay,2006). First, the significant growth and change in the global economic climate since 1970s and that is after about 25 years of World War 2 stability which encouraged western companies such as AT&T and General Motors to change the ways of doing business. Furthermore, factors such as competition, demographic structures changing to create a turbulent, competitive environment which lead to new forms of arrangement in the organization to adopt with this changed often included employees downsizing. Second, those leadership theories that prevailed in 1970s, such as traits, behaviors and situations failed to account for some of leader's qualities. (Hay,2006)

Transformational leaders shift people from low level to high level of needs according to 'Maslow's hierarchy'. They encourage and motivate people to transcend their own

interest for collective purpose. Transformational leaderships engage with their followers as whole people rather than as an employee such as transactional leaders emphasize and care about actualization of followers.

Key Characteristics of Transformation leadership

Transformational leadership is based on self-reflective changing of beliefs and values of leader and his/her followers so, the key characteristics of transformational leadership emerge from this. To identify the components of transformational and transactional leadership the variety of ways used which includes observation, interviews and the follower's descriptions of ideal leader. Bass and Avolio in 1995 used the 'Multifactor Leadership Questionnaire' (MLQ-5X/Short Form) to measure transformational and transactional leader components.(Awamleh, Evans and Mahate,2005) These four components include the four common *I's*:

- ***Idealized influence***: these leaders are respected, build confidence and trusted. Followers seek to emulate their leaders. Confidence in the leader will increase the level of acceptance of organizational change. The leaders have to consider followers needs over his/her needs.
- ***Inspirational Motivation***: these leaders attitude and behave in ways that motivate people around them and they do this by providing challenge and meaning to their followers work. The leaders motivate and encourage their followers to apply an attractive future envision which finally will be envisioned for themselves.
- ***Intellectual Stimulation***: leader stimulates effort of their followers to be more innovative and increase creativity by questioning assumptions, transfer old situational approach to new ways and reframing problems. Getting the new idea and problem creative solutions solicited form followers. And, these followers who will operate the process of addressing problems and get the solutions.
- ***Individualized Consideration***: by acting as a coach or mentor leaders pay attention to individual needs for growth and achievement. Individual usually different in terms of desires and needs is recognized. Higher levels of potential followers are developed to success. (Sarros & Santora,2001)

When these four factors work together, it will give extreme outcomes, and the performance will be beyond expectation. Their effect is summarized in figure1:

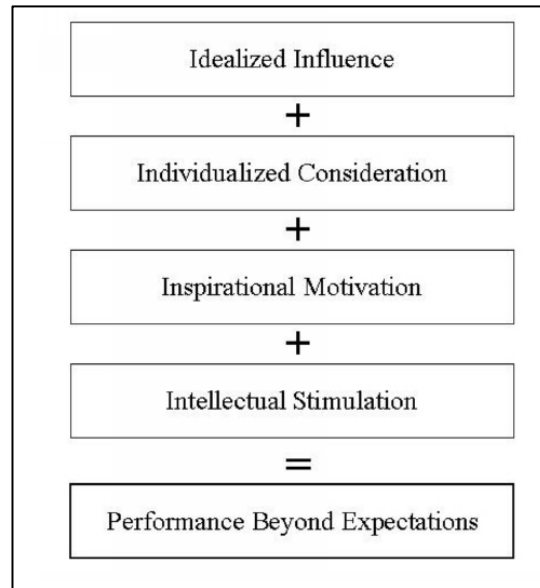


Figure 1. The Additive Effect of Transformational Leadership. (Source: Hall, Johnson, Wysocki and Kepner 2002, p. 2).

Criticisms of Transformational Leadership

As any leadership theories and approaches the weakness and strengths become manifest. The ethically of transformational leadership has been arising especially among organizational development consultants and libertarians. The main weakness and key criticism which seem too broad is treat leadership as a personality trait more than a learned behavior, and that has potential of power abusing. (Hall et al, 2002)

Transformational leaders can used powerful influence over followers and motive them to take decisions and actions regardless of ethical or unethical moral values and this could be a problem especially if some leaders show narcissistic tendencies and thrive on power. Additionally, some of followers tend to show strong dependent character and unfortunate bonds to it leaders. (Hay,2006)

Furthermore, as Bass et al. (2003) notes, transformational leadership missed the balances of countervailing desired interests and power that help to avoid the trap of oppression and dictatorship. And in the absence of ethical moral rectitude the “dark side of charisma” will arise. One of the most famous examples of positive transformational leader demonstrating the qualities of charisma is “Mahatma Gandhi” and the negative example of transformational leader from the dark side is “Rev Jim Jones” who led the whole Jonestown to suicide.

Applying Transformational Leadership

There are no particular steps for managers and leaders to follow as transformational leadership covers a huge range of aspects within leadership. To be an effective transformational leader is a process and that means conscious work and effort must be done to embrace transformational style. Managers who want to adopt this approach need to understand the basics transformational leadership characteristics and the four common *I's*. According to Norhtouse (2001 (cited in Hall et al. 2002) a transformational leader has following qualities:

- Authorities’ followers to do the best for the organization.
- Set a strong role model with high values.
- Give attention for the viewpoints of employees which create and develop a cooperation spirit.
- Encourage the organizational change strategy by setting an example of how to implement change.
- Help the organization by assisting followers to contribute to the organization.

2.1.5. Transactional Leadership

First of all, the easier way to understand the transformational leadership is to differentiate it from 'transactional leadership'. Transactional leadership is based on the cost-benefit exchange with followers. In this cause, the follower's psychic needs and material needs are satisfied and work performance in return expected from followers. (Sarros & Santora, 2001)

Explicitly or implicitly one way or another the followers and leader agree that the followers desired behaviors will be rewarded, on the other hand, unacceptable behaviors will be punished. Rewards could include increase in salary, benefits and promotions while penalties may include terminations and pay cuts. This leadership style is seen as not suitable and satisfactory for most situations. Exchanging the benefits between leader and followers does not motive followers to show their full capacity and ability to do the job which let them only to work at the level required to gain the extrinsic rewards and avoid penalties. (Xirasagar, 2008)

Transactional leadership according to Bass and Avolio (1995) consists of **two sub-construct, contingent reward, and management –by- exception.**

Contingent Reward

Usually people appreciate material and tangible rewards for their performance and efforts. So transactional leadership complies with individual needs and wants. Managers and leaders who use contingent rewards are expected to show the work direction to help the followers or employees to do the job. So, contingent reward is showing a positive relationship between followers and leaders who exchange skills and ideas which serve both the organization goals and individual needs. On the other hand, the negative side of contingent reward cannot be ignored.

Some executives emphasize performance and see performance in dollar terms and ignore building a strong organizational culture among employees and building a healthy relationship between managers which in the long term will be more important to balance

e performances and keep the profit at high levels. In summary, the key indicators of contingent reward include direction setting for work asking to done, material rewards for performance and reciprocity.

Management by Expectation

Leaders who practice management by exception show trust in their workers to do the job within a satisfactory standard. These types of leaders do not inspire to achieve beyond the expected outcomes. As far as the target is achieved and system is under control, both managers and employees will be happy. To summarize, management by expectation contains trust in employees, maintenance and manages the poor communication, status quo and absence of confidences. (Sarros & Santora,2001)

2.1.6. Comparison of Transformational and Transactional Leadership

Both types of leadership are important and necessary for any organization. Transactional leadership has keep and encouraged the organizations that not moved to going forward and mange people to achieve the organization performance and goals. While, transformational helps the organization to change and meet the challenges during changing time. Table 2 shows a Comparison of Transformational and Transactional Leadership as it compared by ‘Stephen Covey’ in “Principle-Centered Leadership” made compensation between transformational and transactional leadership style.

| Transactional Leadership | Transformational Leadership |
|---|---|
| <ul style="list-style-type: none"> • Builds on man's need to get a job done and make a living • Is preoccupied with power and position, politics and perks • Is mired in daily affairs • Is short-term and hard data orientated • Focuses on tactical issues • Relies on human relations to lubricate human interactions • Follows and fulfils role expectations by striving to work effectively within current systems • Supports structures and systems that reinforce the bottom line, maximise efficiency, and guarantee short-term profits | <ul style="list-style-type: none"> • Builds on a man's need for meaning • Is preoccupied with purposes and values, morals, and ethics • Transcends daily affairs • Is orientated toward long-term goals without compromising human values and principles • Focuses more on missions and strategies • Releases human potential – identifying and developing new talent • Designs and redesigns jobs to make them meaningful and challenging • Aligns internal structures and systems to reinforce overarching values and goals |

Table 2: A Comparison of Transformational and Transactional Leadership (Source: Covey, 1992 as cited in Bolden et al, 2003)

2.1.7. Leadership in Islam

Islam is coming to guide us to eliminate all problems in our social life. As a complete code of life, Islam has a set of guidelines and principles for managers to guide them to the human resource in organizations. Leadership in Islam is a trust (Amanah) and every person are the flock shepherd according to Islam. Leadership in Islamic perspective is about how Muslims elaborate their leadership role. There are very few studies which have tackled leadership from an Islamic perspective whereas the Western leadership experiences have been studied extensively (Moten,2011).

A. Western vs. Islamic Leadership

There are many basic different between Islamic and Western leadership in an organization's. Goals, process of decision-making, traits, goals, styles, participants and methodology are some of the main different between Islamic and Western leadership.

| Points | Western Leadership | Islamic leadership |
|----------------------------|---|--|
| 1. Goals | Problem solving by groups, no Divine efforts refer | Solution of problems by asking and seeking of Allah's pleasure. |
| 2. Nature | No "trusts" are involved and leadership is rule-bound | Leadership is strong related to the trust. |
| 3. Methodology | Conference, meeting study report etc. | Consultation is very important to be done with followers especially followers with relevant knowledge. |
| 4. Decision Making | Eliminate Divine Law and reference usually to rules of business. | Make a consulting and then the leaders must decide with put trust on 'Allah' |
| 5. Leadership style | Authoritative and democratic as necessary | It is a combination of democratic and authoritarian styles |
| 6. Traits | Skills, mundane Knowledge and values as prescribed by organizations | Knowledge of Islamic role (Sharia), justice and individual judgment |

Table 1: A basic different between Western and Islamic leadership
(Ather and Sobhani 2007, p.5)

B. Characteristics of an Islamic Leadership

Some of the important characteristics of Islamic leadership are identified by (Talib and Hisham 1991, as cited in Ather and Sobhani, 2007) which are applicable also for managerial leaders in the organization.

- a. *Allegiance:*** the managerial leader of Islam is bound to Allah.
- b. *Global Islamic Goals:*** the leader of the organization when they set organization goals it is not set only in term of group interesting but also in term of Islamic objectives
- c. *Adherence to Islamic Manners and Sharia:*** the leaders must follow to Islamic orders. Islamic leaders can continue in their office as far as they observe *Sharia* principles.

- d. ***Trust Delegated:*** leaders in Islam are a position with divine trust. They must practices this trust with high responsibility degrees. Allah says in Quran:

“Those, who, if we give them power in the land, establish *Salat* and pay *Zakah* and enjoin the right and forbid the wrong, with Allah rests the end of affairs” (**Surah Al Hajj**)

Operational Principles of Islamic Managerial Leadership

On every situation in Muslims live, Islam does not permitted any Muslim to live without leaders even if they are on a journey or desert. The leader primary duties are to lead Muslims in offering prayers and looking after their interest without forgets justice and keep run activates in systematic and disciplined ways. However, Islamic leaders have distinctive principles to serve their subordinates and followers. Some of these principles as mentioned by (Ather and Sobhani, 2007) are:

a) *Shura*

It is mean that leaders in Islam before making any decision must consult with their followers. As managers in the organization must refer to their subordinates before build any policy and strategy. Allah (SwT) guides his Prophet to consult with his companions.

b) *Freedom of Thought*

Freedom of thought is encouraged by Islam. Organization managers should build an environment in the organization where the staff can share opine easily. The four *Khalifs* of Islam consider this as an essential leadership factors.

c) *Sources of Islamic Jurisprudence*

Islamic Jurisprudence has four sources (Quran,Hadith, Izmah, and Kias). To suggestion a solution to the managers. First, should look to it from the Holy Quran. Second, search of Hadith when hints not available. If the solution couldn't found in Quran and Hadith, managers should look to Izmah, and Kias.

d) Dependence on Allah

To the outcomes of any action, the leaders in Islam must depend on Allah (Swt). It is called *Tawakkul* in Islam. When we have made a decision, Allah asked to depend on Him. Managers must depend on Allah (Swt) when established any plan and policies to achieve it.

2.1.8. Leadership in the UAE

There is very little literature (at least in English) that studies the UAE leadership unique characteristics. Because of this, there is no previous research to observe the transformational and transactional leadership styles relation in Dubai as well as UAE. (Metcalf and Mimouni, 2011)

Researchers (Awamleh, Evans and Mahate, 2005) they examined transformational leadership theory among banking managers in the UAE. They studied the effects of transformational and transactional leadership styles of banks manager on employees' self-perceived performance and job satisfaction. Final finding of this study that it approved that transformational leadership style of bank managers increased employees' performance and satisfaction. As well as, managers operationalize individualized consideration, utilize inspiration and intellectual stimulate they get a very high level of positive reactions from employees. On the other hand, the result shows negative relation between transactional leadership styles and employees' job satisfaction and performance. The employees in this study more respond to work system that outlines tasks clearly and define the performance targets which linked to reward (performance-reward system).

(Jabnoun and Rasasi, 2005) investigated the relationship between transformational leadership style and service quality in the UAE hospitals. The study examined the transformational and transactional leadership dimensions from hospital employees' views. The study covered six government and private hospitals in the UAE. The results of the study show that the employees give low ratings for their leaders in three

transformational leadership dimensions and contingent reward dimensions in the transactional leadership. These results alarming for leaders in hospitals that higher employee's performance highly related to transformational leadership and contingent reward. Nevertheless, they found a negative relationship between management by exception and passive and dimension of service quality, so hospitals leaders should avoid using these two dimensions.

2.2. Job Satisfaction

2.2.1. Definition of Job Satisfaction

Job satisfaction had been one of the most important topics that studies by the organization behaviors researcher during last decades. Job satisfaction defined by (Robbin, Millett & Marsh,2004) as “ apposition feeling about one's job that results from an evaluation of its characteristics” and this means that a person who holds positive attitude and feeling about the job is highly satisfied than the person who show more negative attitude and feeling about the job. In the late of 1970's, Locke set a new definition for Job satisfaction and he redefined it as “an internal state which refers to an employee's overall sense of well-being at work”. Usually in the literatures, job satisfaction linked to work performance and employees' productivity as well as it linked to other work important issues such as turnover and absenteeism. (Zhang, Yao and Cheong, 2010).

2.2.2. Job Satisfaction Theories

To understand job satisfaction and how to reach high level of job satisfaction among employees in any organizations, it is important to understand what are motivate employees at work?

Campbell, Dunnette, Lawler and Weik (1970 cited in Bull, 2005) had divided job satisfaction theories into process theories and content theories. Content theories are emphasizing on factors that influence employee's job satisfaction. While, process theories take in account factors such as interact with job to produce job satisfaction,

needs and values and expectations. Contents theories more concern and emphasize on the type of incentives and goals that people attempt to accomplish in order to be more succeed and satisfied on the job. At the first, scientific management thought that money was the only incentive but later on other incentives become important such as working condition, work security and supervision styles. (Bull, 2005)

'Maslow's Hierarchy of needs'

An American psychologist 'Abraham Maslow's' who study what motive individuals to life and work believed that there are five basic needs that motivate individuals, as follow:

1. ***Psychological:*** salary and wage is the main basic need employee's needs to satisfy in the work place.
2. ***Security or safety needs:*** in the work place employees seek for security of tenure and working in the same workplace with same responsibility.
3. ***Love and belongingness:*** employee need to feel happy and comfort with her/his mangers as well as colleagues at the work place and belonging to the teamwork is also an important issue for employees to feel love and belongingness.
4. ***Esteem or ego needs;*** at the work employees always need to feel confidence, manager care, company care, authority position and recognition.
5. ***Self-actualization need,*** is this level of needs where is difficult to satisfy employees needs and usually the employees in this level is managers and professionals. **(Figure3 shows the 'Maslows's hierarchy of needs')**

Each level of Maslow hierarchy starting with lower-order need to high-order need. Individuals first start to satisfy them physiological needs and transfer o next level when those are satisfied and so on. (Graham and Bennett, 1998)

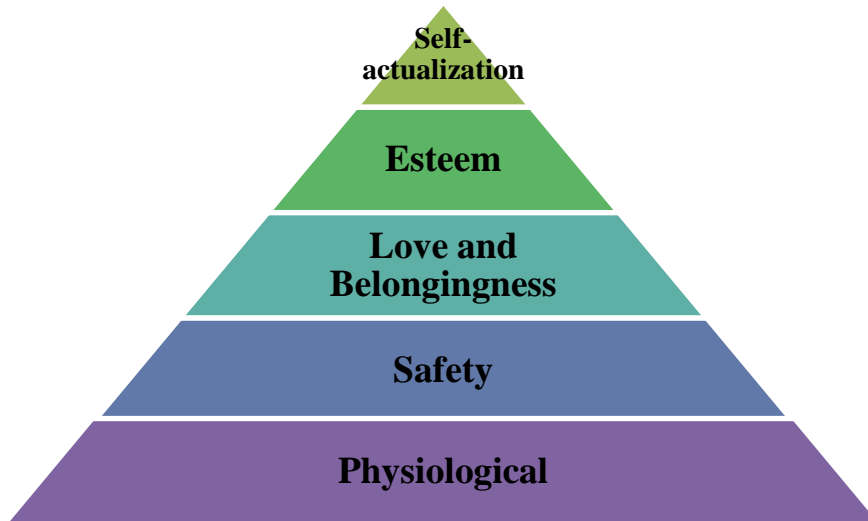


Figure 3: shows the Maslows’s hierarchy of needs model (Robbin, Millett & Marsh Organization Behaviour, p 471)

‘Herzberg’s Motivation and Hygiene factors’

‘Herzberg’s motivation and hygiene theory’ believe that job satisfaction and dissatisfaction has different aspects unlike ‘Maslew’s theory’. Herzberge argue that motivation is play the main role in satisfaction level of individuals while the hygiene factors are playing the main roles in individuals’ dissatisfaction. Also, Herzberge argue that there are different between factors that produce job satisfaction and dissatisfaction. He determined the elements that increase and enhance job satisfaction are (recognition of individual, opportunity for promotion, work itself and achievement) and he called these elements as “motivators” or “satisfier”. In additionally, he determined the elements that produced dissatisfaction when it missing in the job: relation with other coworkers, type of supervisor styles, working condition, benefits and company policies. (Graham and Bennett, 1998)

Alderfer's ERG Theory

'Alderfer's' theory is based on three following needs: existence, relatedness and growth. Existence is give the individuals they basic requirements and it also includes individual physiological needs and safety. Relatedness is the need to keep goof relationships with other. Growth needs are intrinsic need and desire for individual development. Aldwefer (1972) mentions two form of movement which it is important for individual (satisfaction-progression and frustration-regression). (Bull, 2005)

The Job Characteristic Model (JCM):

According to (Robbins and Judge, 2009), jobs that are designed around the five job dimensions (skills Varity, task identity, task significance, autonomy, and feedback) are more likely lead to higher job performance. That's because individual's motivation will be stimulated by the job itself, which will increase the link between effort and performance. Moreover, such deign of one's job will also increase one's control over key elements in his or her job. Therefore, the job that offers autonomy, feedback, and similar task characteristic will lead to satisfy the individual goals of employees who desire greater control over their work.

2.2.3 Dimensions of Job Satisfaction:

Locke (1976, as cited in Bull, 2005) introduced a summary of job satisfaction factors. Five factors that commonly effect job satisfaction is (employees' relation with co-worker, job itself, salary, promotion opportunity, supervision styles). These factors postulated to influence employees interest work degree, how well they doing and in general how they enjoy working and doing things.

A. The Work Itself:

According to (Babin and Boles, 1996), they studied the employees in non-marking areas and they found that there is a positive relationship between work environments and an employee's job satisfaction. Likewise, study done by (Karl and Peluchette, 2006) they found a positive significant relationship between fun in workplace and employee satisfy feeling.

B. Pay

Pay is the amount of financial compensation that gives from organization to the individual. According to (Bull, 2005), salary is not the only thing that assists employees to reach their needs, but it is also help to reach the higher level of people needs.

Study done by (Gao and Smyth , 2010), they examined the relationship between pay and employees satisfaction and they mentioned that the salary is one of the most important factors that impact employees satisfaction. They found that level of satisfaction associated to reduce turnover intention, absenteeism and on the other hand, it helps to increase the staff productivity.

C. Supervisors

The quality of the relationship between supervisor and subordinates play a significant role to increase the positive influence the employee's job satisfaction (Bull, 2005). Researchers (Hughes, Ginnett, Curpgh, 2006) argued that behaviors of leaders such as planning, rewarding high performance, goal setting are appear to be more influence employees to show high effort levels to accomplishment of group goals.

D. Promotion

Usually, employees who have opportunities for promotions are show more satisfaction about their job as the promotions provide opportunities to increase responsibility, personal career development and social status. (Bull, 2005)

Study done among employees working in ‘Dubai Police’ in UAE to examined the job satisfaction factors. (Abdalla, Djebarni and Mellahi,2010) found that the great attention of employees gave to salary more than any other factors.

E. Co-workers

Researchers (Abdalla, Djebarni and Mellahi,2010), examined the relationship between job satisfaction and co-worker. And they found that there is a strong relation between these two variables. Moreover, (Lin and Lin, 2011) found a positive relationship between coworker and job satisfaction which lead to increase organization commitment too.

2.2.4. Job Satisfaction in the UAE

Research done by (Abdalla, Djebarni and Mellahi, 2010), between 1,017 workers in Dubai Police. They concluded that the employees gave great attention to compensations such as allowances, financial rewards, promotions, fringe benefits and recognition. And, the reason behind that as the researchers figured out that the employees put a very strong emphasis on pay and other incentives in the UAE because of high living cost in Dubai comparing to other emirates cities.

Abdulla et al. (2010) examined the correlation between both job satisfaction and supervisor in the UAE organizations. And, they conclude that in high power distance societies like UAE where the managers and supervisors play a significant role in the subordinates working lives quality. Moreover, (Abdulla et al, 2010) they found that there is high correlation between job satisfaction and coworker relationship which reflect the important of good social relationship in the workplaces. And, because Islam is the major religion in the UAE has a good relationship with co-workers could be results come from the Islam emphasis on strong relationship among groups. In additionally, UAE culture tends to be high collectivism culture where the groups are very important.

Sulaiman (2005), in his study among more than 1500 employees working in 29 organizations in the UAE, he found that job satisfaction plays a very important role to influence employees work performance. Moreover, he argued that “Successful management of employee's performance is one of the major challenges that work organizations face, especially in today's diverse and continuously changing work teams and environments”.

Furthermore, study done by (Zeffane and Ibrahim, 2007) to explore the impact of employee job satisfaction on employee's attendance and conduct. Total of 125 white-collar employees working in utility company in the UAE participated in this study. The final results of this study show that job satisfaction play a very important role in the employees' attendance. That is explaining that there is a positive relationship between job satisfaction and employees attendance.

2.3. Employee Turnover

Employee turnover start to be one of the most worried issues for all organizations. Intention to leave the organization is disappointing for both employers and employees as it has many effective in organization as it loses it human capital which increase the organization costs.

2.3.1. Definition of Employees Turnover

Employee turnover “is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees” (Hissom, 2009). (Graham and Bennett, 1998) they define turnover of employees as “a movement of people into and out of the firm”. Also, (Ikwukananne and Udechukwn , 2009) defined voluntary employees turnover as a “consequence of employees initiating the termination of their employee-organization relationships”.

2.3.2. Types of Employee Turnover

According to (Heneman and Judge 2006, as cited in Alnaqbi, 2011), in their research work they highlight four types of employee turnover which exist through two categories: involuntary turnover and voluntary turnover.

A. Involuntary Turnover

As it mention by Hemenan and Judge’s, involuntary turnover is discharge or downsizing. Discharge turnover refer to removal of dishonest employees and poorly performing employees from the organization. While, downsizing turnover is a necessary activity that must be done to increase the ability of the organization to increase the effectiveness and meet shareholder targets. (Donoghue and Castle, 2006)

B. Voluntary Turnover

Voluntary turnover is divided for two types: avoidable and unavoidable turnover. Avoidable turnover is talking about keep employees in the organization by avoids particulars circumstances for example if the employees feel more value. Conversely, unavoidable turnover that unrelated to any action that the organization can be taken to avoid this turnover, for example, compulsory relocation. Some elements of turnover are beyond of management control. In recent years, HRM has classified turnover as unavoidable and must search for methods to counteracting them. For example, if the employee decided to take a decision to stay at home and raise his/her child this seem like unavoidable turnover in that time. But, in today view a pressure is placed on HRM to improve new policies that are no longer take as unavoidable and that by putting policies that allow the individual to work and at the same time meeting his/her family commitments. (Ongori, 2007)

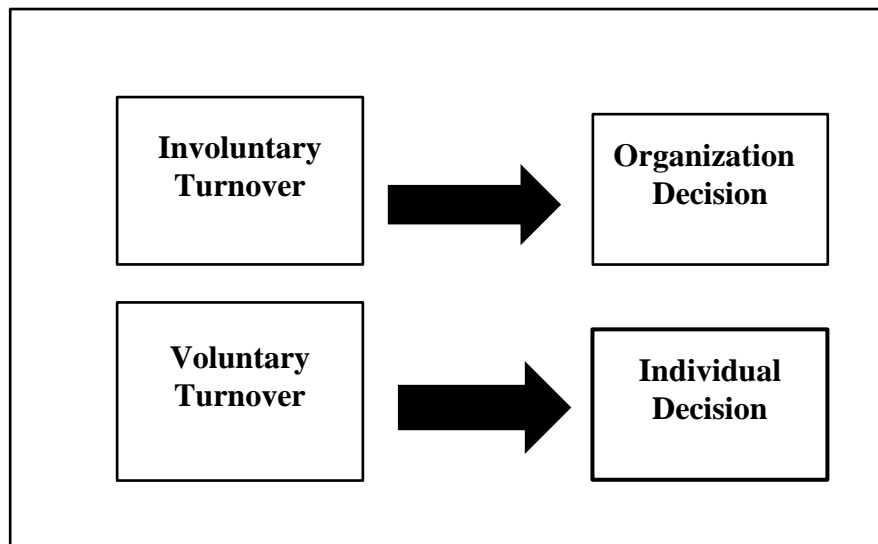


Figure 4: Involuntary and Voluntary Turnover

2.3.4. Effects of Employee Turnover

In 2006 survey done by “Chartered Institute of Personnel and Development” CIPD found that the averaged of labor turnover cost around £7,750 per job leave. Employee turnover has direct costs and indirect costs for the organization. one of the most common mistake that many organizations do it that they do not evaluate the impact and long term consequences of employee turnover when they determined the organization strategy. Employees who leave the organization lead the company to lose money they invested to hire and train the employee.

(Source: www.arabianBussience.com, Accessed: 1/9//2012)

2.3.5. Sources of Employee Turnover

A. Job Related Factors

There are several reasons that lead employees to quit from organization to another one such as job stress, absence of organization commitment and low level of job satisfaction. All previous factors are individual decisions which lead employees to quit. These are other factors refer to concept such as locus of control, sense of losing power and personal control. Trevor (2001) as cited in (Ongori, 2007) argued that employee job satisfaction is playing a major role to increase the percentage of employee turnover.

Role stressors and ambiguity lead to employee’s turnover. Ambiguity of the role means the different between what should do and what employees expect of us and that is the reason of uncertainty about what role should be. And as a consequence employees don’t meet the expectations which increase the percentage of dissatisfaction about the job and decided to leave. When the information of how to perform the job is insufficient, expectations of supervisors and peers is unclear and high job pressure, all these lead to employees to feel less satisfied with their job. (Ongori, 2007)

B. Organizational Factors

Unstable organization tend to show a high degree of turnover which indicated that employees are tend more to stay in stab organization where the work environment can predictable work. Also, organization shows high level of inefficiency there was a high percentage of employee's turnover. Organization which have well establish communication systems show lower level of staff turnover. Also, employees feel more happy and comfortable to stay longer in the organization where the level of employee's engagement in decision making is high. Moreover, high level of turnover I could indicate to lack of motivation, supervisor practices are poor and poor of recruitment policies. Also, pay is playing a major role to stay or leave the organization. All these organizational factors contribute to high level of turnover in the organization. (Ongori, 2007).

Figure NO5. Show the key reason for employee's turnover according to 'Chartered Institute of Personnel and Development' 'CIPD' located in London, in its annual report survey about the employee recruitment, retention and turnover in 2007.

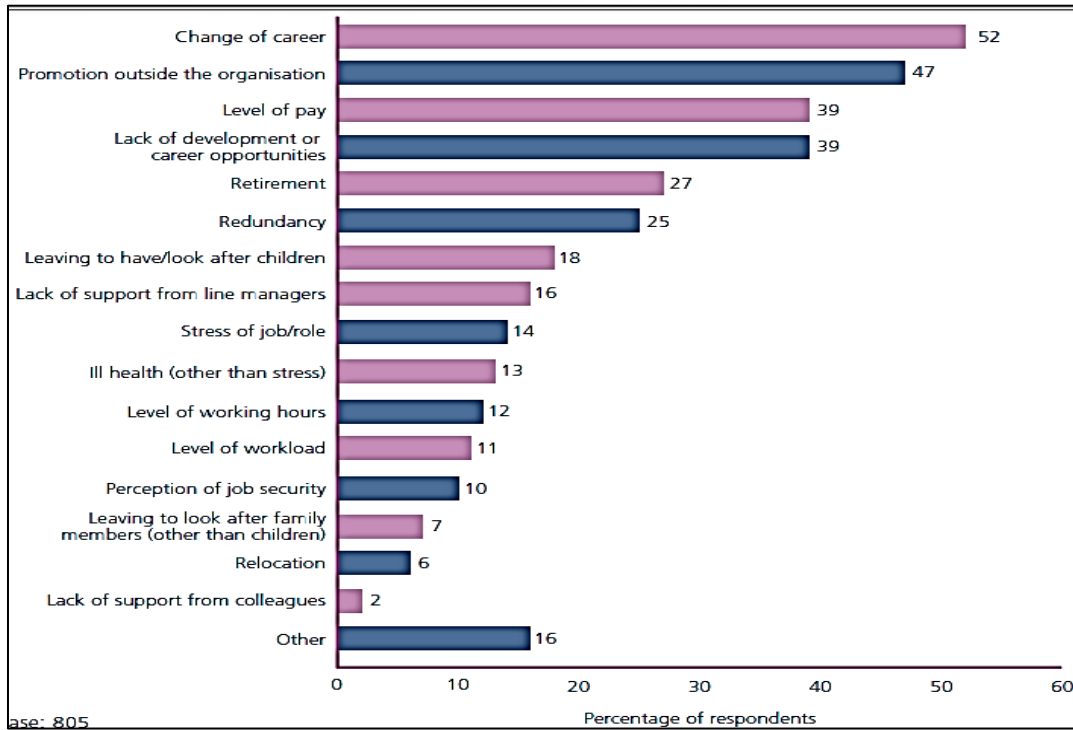


Figure No.5: Key reasons for employee turnover (Source: CIPD Annual survey report 2007)

2.3.6. Managing and Controlling Employee Turnover

To minimize employee turnover the organization must build strategies that help to manage and control the turnover. There are several policy options and changing or develop the policies of employees selection, recruitment, training, wage payment, job design and induction. The policy choice must be suitable to the problem that diagnosis. Employee turnover cases because of poor selection procedures need to use different policy modification from poor job design for example. In addition, there is increase in direct and indirect turnover costs and the management must do frequently survey to identify the key reasons that lead people to leave the organization. So, appropriate action taken by top management to avoid these reasons. There are main set of measure that top management if it use it will increase the effectiveness of the organizations investment in employees which as a result will improve the organization performance: (Ongori, 2007).

- **Employee engagement**, when employees engage in organization decision and organization involve it employees in how job designed, how employees used their

- time which results as employees commitment and motivate to stay in organization.
- **Knowledge accessibility**, is explain how far the organization making ides and knowledge available o employees. Sharing information and clear information between all level of management and employees make the employees feel that they work and effort are appreciated and surely this will encourage them to stay in the organization.
 - **Workforce optimization**, by establishing clear processes for work complete, making good choice to select and hiring employees and preparing motivation work environment will help to retain employees in the organizations.

2.3.7. Employee Turnover in the UAE

It is important to consider the rates of employee turnover in both private and public sectors in UAE organizations. Employees are working in public sectors face some minor benefits that don't satisfy them enough. Other problem face employees working in private sector related to wages and income level and more ever the level of fear of loss job is always appearing. Because of this reason the turnover rates in the private sectors are higher than the public sectors.

Study was performed by bayt3.com to study the factors involving the employee motivation in the UAE and study factors that encourage workers to stay and continue in their job. The survey data collected online from 3-17Augst 2009 and total of 13,376 respondents participated. That survey results indicated that 11% of employees want to change their jobs, whereas 30% were looking for better opportunities and around 29% want to quite from their current job. Also, this study found that the lack of recognition is one of the most affective factor that causes of employee turnover in the UAE organizations. Source:(<http://www.bayt.com/en/pressrelease- article-5581/>). [Accessed at: 19/9/2012]

Employees who have answered the survey, 41% stated that lack of employee's recognition is main factors which lead to reduce the rate of productivity and feel unsatisfied with the present jobs. Moreover, 14% mention that an equal opportunity is

important to keep them motivated and satisfied and 30% of respondents highlighted a lack of clear roles as assisted factors which lead them to leave the organization. Source: <http://www.ameinfo.com/187790.html>. [Accessed at:19/9/2012]

Suliman and Al-Junaibib, (2010), studied the links between the employees' turnover and commitment in the oil industry sector in the UAE. The questionnaire distributed among 600 employees pretesting their levels of management. Findings confirmed the relationship between turnover and commitment as negative relationships found between organizational commitment and intention to stay or quit.

Furthermore, study done by (Suliman and Al Obaidli, 2011) that study the links between organizational climate and employee turnover among employees working in Islamic bank in the UAE. Total of 70 employees done the survey and the study found that corporate climate and its facets have a significant predicted effect on employees' turnover among Islamic bank employees.

2.4. Leadership and Employees Job satisfaction

An significant research done by (Bass,1985) and (Vroom and Jago,1988) pointed out that leader behavior influence subordinate satisfaction profoundly and consistently. Moreover, (Griffin & Bateman,1986 as cited in Hukpati,2009) said that the leadership has steady and immense impact on job satisfaction of employees on organization. According to (Maslow, 1954) job that provide employees with what they needs and wants will increase employee's level of satisfaction which dramatically will increase achievement level of organizations goals. Many researchers study the relationship between leadership styles and employees job satisfaction as will illustrate in coming paragraphs. Figure 6 shows the relationship between transformational leadership practices and job satisfaction

Researchers (Rad and Yarmohammadian, 2006) investigated that there is high relationship between leadership styles and job satisfaction among employees who is

worked in Isfahan University Hospitals, Iran. Total of 814 employees are participated in this study. Nevertheless, the study mention that the employees happy and satisfy with their managers do not help to improve the hospital efficiency and effectiveness.

To examine the relationship between the self-leadership behavioral-focused strategies dimensions, job satisfaction and team performance (Politis, 2006) studied these variables among manufacturing organization in Australia. The results show that there are three major findings in this study. First, researcher found that there is a direct relationship between job satisfaction and self-leadership behavioral-focused strategies. Second, there is a positive correlation between job satisfaction and team performance and finally, the results show that job satisfaction mediates the relation between team performance and self-leadership behavioral-focused strategies.

In addition, (Madlock, 2008), examined the influence of leadership style and supervisor communicator competence on the job and communication satisfaction of employees. Totals of 220 participants work in the Midwest companies as full- time employees. A strong relationship found between leadership styles and employee job and communicator satisfaction.

Yiing and Bin Ahmad (2009), studied the effects of organizational culture on leadership behavior and between organizational commitment and job satisfaction and performance in the Malaysian. Data gathered from 238 MBA part-time students study in University of Malaysian. The result shown that a significant linked found between organizational commitment and leadership behavior and organizational culture played the major role in this relationship. Organizational commitment generally found that has significant associated with employee's satisfaction but no impact found between commitment and job satisfaction.

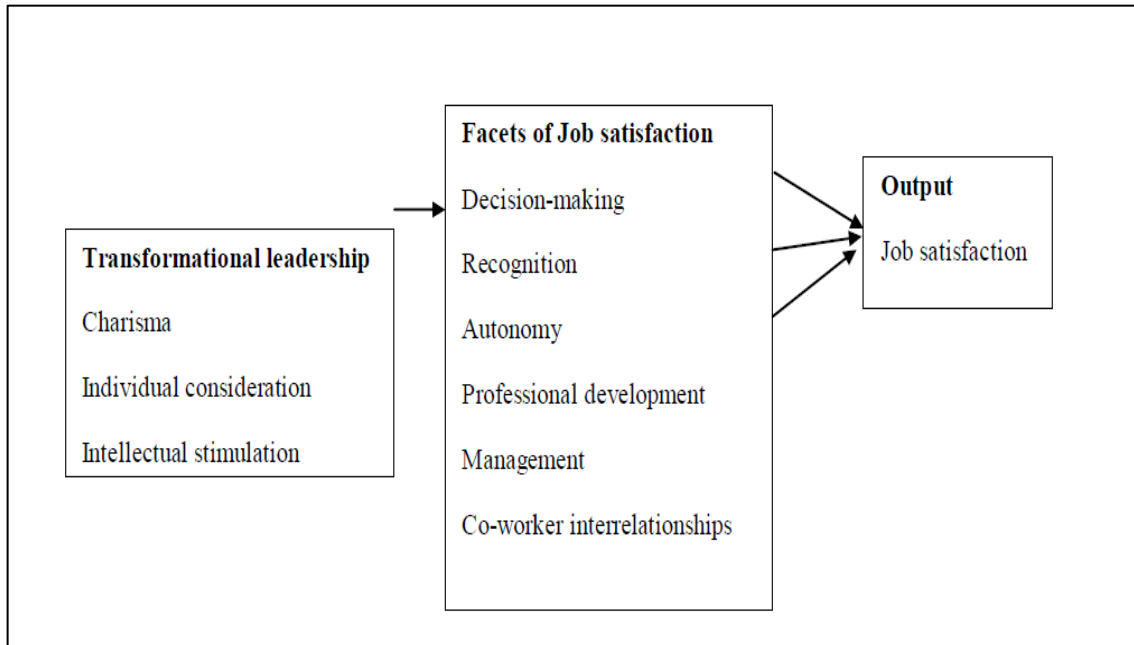


Figure 6: A conceptual model for studying the relationship between transformational leadership practices and job satisfaction (Hukpati, 2009, p.21)

2.5. Transformational and Transactional Leadership Styles and Employees Job Satisfaction

According to (Balgobind, 2002) transformational leadership have power to influence on various aspects of dimensions of employees job satisfaction in steel and mining industry in South Africa. The study reached to conclusion that the transformational leadership has influence in pay and fringe benefits. On the other hand, the results found no relationship between transformational leadership and pay and promotion job satisfaction dimensions. Furthermore, no relation find between transformational leadership and nature of work and coworkers and contingent rewards.

To study the relationship between Leadership styles and foreign English teachers job satisfaction in Adult English schools in Taiwan, (Wu,2006) found out that there was abundant relationship between transactional leadership styles and job satisfaction among

teachers as the job satisfaction factors (pay) show the highest concern. While the transformational leadership styles showed moderate relation with satisfaction with (pay).

(Fahr and Chen, 2001) investigated the relation of transformational and transactional leadership styles with job satisfaction and employee commitment in China and Taiwan. Data collected from 410 subordinates and supervisors and the results show that employee job satisfaction and commitment more profound impact with transformational leader behaviors than transactional behaviors in both country. But, each country shows different effects of each specific transformational and transactional behavior. In specifically, among the six different types of transformational behaviors, high expectation performance and providing appropriate model had a significant influenced of job attitudes on China employees. While, such behaviors like providing individuals support and development employees collaboration had more significant influenced on Taiwan than China employees. In additional, the contingent reward and punishment transactional behaviors show a positive impact on China employee's commitment and job satisfaction more than Taiwan employees. Also, (Sun and Wang, 2009) examined the relationship between transformational leadership styles and overall satisfaction of employees on China organizations which shown an important correlation between these variables.

Moreover, study to investigate the relationship of head nurse leadership style to nurse job satisfaction done by (Medley and Larochelle ,1995) among 122 staff nurses working in hospital responsible of different patient care areas, they found out that there was a significant positive relationship between head nurse exhibiting a transformational leadership style and staff nurse job satisfaction.

Frooman, Mendelson and Murphy (2012), studied the effect of two leadership styles (transformational and passive avoidant) on absenteeism. As study mentioned that there is a strong bond between employees' job satisfaction and the absenteeism, satisfy an employee tends to come to work. A total of 120 Employees working in national mail Delivery Company asked to complete the questionnaire. And, data analyzed that the employee's illegitimate absenteeism decreases with transformational leadership. Whereas, passive avoidant leadership style lead to increases the absenteeism. On the other hand, transformational leadership had no effect in legitimate absenteeism.

Hukpati (2009), examined the relationship between transformational leadership style among head department managers and employees job satisfaction in tertiary institution in Ghana. The study covered the heads of departments and lectures job satisfaction in private and public a tertiary institutions. Questionnaires were administered 74 lectures and 12 heads of departments from private and public. The results displayed a positive relationship between both variable (transformational leadership and job satisfaction) in both private and public institutions.

Moreover, researchers (Pradeep and Prabhu, 2011) had investigated the relationship between transformational, transactional and laissez-faire leadership and employee performance in public and private sector enterprises in Singapore. Data collected from 43 middle-level managers and 156 subordinates. Finally, the conclusions of this study are that the transformational leadership style has a significant impact with overall employee's performance which, will effect employee job satisfaction positively in both private and public sector organizations.

2.6. Leadership and Job Satisfaction in the Public Sector Organizations

Sharma and Bajpai(2010), investigated the effectiveness of leadership in public and private sector in Indian organizations. The results show that the leadership effectiveness was higher in the public sector comparing to the private sector and that because the public sector provides a professional leadership structure which is probably perceived by the employees comparing to the private sector organizations which provide individual leadership style. Also, the effectiveness leadership in the public sector organization in India provide a higher level of employees job satisfaction through this study found that the effective leadership not only impact the level of job satisfaction it also improve the level of organization commitment and productivity.

Also, (Yang et al, 2011), examined the relationships among job satisfaction and transformational leadership in the military officers of public sector in Taiwan. The results

of study shown that there is a positive correlation between subordinate's job satisfaction and transformational leadership style.

According to (Riaz and Haider, 2010) effectiveness leaderships are always playing a major role to improve and growth the organization performance. They study the impact of transformational and transactional leadership style on job success and career satisfaction. A study covered 240 employees working in private organizations in Pakistan. The results showed positive trends for all variables. Highly career satisfaction found with transformational leadership style. However, transactional leadership showed significant related to job success. In addition, study among 133 employees working in the banking sector of Lahore (Pakistan) done by (Bushra, Usman and Naveed, 2011) concluded that transformational leadership positively effects job satisfaction and employees commitment.

A study done by (Shurbagi and Bin Zahari, 2012) to investigate the impact of organization culture on the job satisfaction and transformational leadership in National Oil Corporation (NOC) as a public sector in Libya . The empirical results that the leaders of NOC follow transformational leadership style to manage and control the organization. Also, the results shown that the mean of all five dimensions of transformational leadership support the previous studies which point out that transformational leadership is an effective leadership type for different organization in different sectors such as public, private, industry and service sectors. Furthermore, the study show that the employees were satisfied as the all job satisfactions facets such as rewards, coworkers, supervision, benefits and operating procedure. So, it concluded that there is a significant positive relationship between transformational leadership and job satisfaction.

2.7. Leadership and Job Satisfaction in the UAE

Many studies cover the relationship between leadership and job satisfaction in the UAE. One of the earlier studies covered this topic done by (Yousef, 2000) he studied the relationship between leadership behavior and job satisfaction which covered a total of

430 employees from 30 organizations located in the United Arab Emirates (UAE). The results indicated a significant relationship between leadership behaviors and job satisfaction, performance and commitment. The result also show that the national culture moderates the relationship between job satisfaction and leadership behavior.

Awamleh, Evans and Mahate (2005), tested the transformational and transactional leadership on employees satisfaction and performance among managers working in United Arab Emirates (UAE) banks. The results show that there is no significant relation between transactional leadership style of bank managers and supervisors in the employees' job satisfaction. While, this study confirmed that the bank managers transformational leadership style boost employees job satisfaction and performance as well.

Also, (Fernandes and Awamleh, 2004) tested the transformational leadership theory and it related to employees job satisfactions among managers at functional levels working in international companies that operating in the United Arab Emirates (UAE). The results revealed a strong impact of transformational leadership style on employee's satisfaction. Dissimilar to transformational leadership effect the result of this study found that transactional leadership style had no relation at all to employee's job satisfaction and performance.

On the other hand, study done by (Jabnoun and AL Rasasi,2005) among 720 managers and employees working in six private and public hospitals operating in the UAE. The study investigated that the employees show low satisfaction in three dimensions of transformational leadership and contingent rewards.

Furthermore, a study done by (Abdalla and Pinnington, 2011) to identify the relationship between implementation of transformational leadership and levels of employee's performance, satisfaction and commitment in a government agency located in Abu Dubai-UAE. The results found a strong association between implementation transformational leadership style in organizations and employees job satisfactions.

Moreover, implementation of contingent reward transactional leadership was also showed a positive association to employee's job satisfaction and performance.

In addition, (Reddy, 2011) examined the impact of transformational transactional leadership styles on employee job satisfaction and performance in three different banks in AL Ain, UAE. A number of 54 employees participated in this study. The major finding of this study that transactional leadership is related mainly to punishments and rewards which may cause damage to the bank's reputation in the future. While, bank managers follow transformational leadership style boost employees' performance and job satisfaction. The transformational leaders reached the higher level of followers needs and results of this that the followers tend to feel more satisfy about their job.

2.8. Leadership and Employee's Turnover

Staff turnover starts to be a global problem. The predicate of turnover rate of USA will reach 29% in 2020. A high turnover rate has many disadvantages for organizations and general country economies as well. It is a huge challenge for decision makers as well as managers to deal with the employee turnover and reduce the turnover percentage in present and future. Consequently, it is very important to study if there is a relation between the leadership behaviors which impact on staff turnover. Improve the knowledge of understanding the leadership behaviors will helps leaders to be more effective and efficient in retaining and attracting talented employee's. (Sellgren, Ekvall and Tomson, 2007)

According to (Sellgren, Ekvall and Tomson, 2007), argued that there is no significant direct relation found between leadership behavior and staff turnover was shown in their study which among nursing. They main purpose of the study is to examine the relation between leadership behavior and turnover effected among nursing managers and employees working in 'Karolinska Hospital' in Stockholm, Sweden. The results show a strong relationship between leadership behavior and job satisfaction. While it shown no direct relation with staff turnover. On the other hand, a significant correlation showed between staff turnover with the job satisfaction variable. So, the influence of leadership

behavior on turnover is linked to job satisfaction. On the other hand, study done by (Ferris, 1985) investigated the contribution between leadership style and employee turnover among a total of 81 nursing. The final results show that leadership style predicated employee's turnover more than employee's attitudes.

(Dixon and Hart, 2010) tested the impact of 'Path-Goal leadership' styles on staff turnover intention and group effectiveness among a total of 242 full time white and blue collar employees working at U.S multinational manufacturing firm. They found that there is a relationship between the leadership style and staff turnover intention. The results revealed that there were negatively correlation between this leadership and turnover.

Research done on Taiwan companies by (Chen and Silverthorne, 2005) to study that measure the relationship between leadership style and employee job satisfaction, job performance and turnover intention. The results show that leadership style had a positive relationship between job satisfaction and performances. While negative correlated found with turnover intention. Furthermore, to study the influence of empowering leadership on affective employee's turnover intention and commitment between health's service workers in Australia, study done by (Andreetta, 2011) and this study also emphasize the important of leadership style and how it may affect the employee turnover intention in positive or negative ways.

(Collins,2007) investigate the connection between leaders and employees job satisfaction and turnover intention within limited service-restaurant. The finding reveal that the there was a significant and direct liner relationships with job satisfaction. Surprisingly, no direct relation found between leadership and employees turnover intention.

2.9. Transformational - Transactional leadership style and Employees Turnover

Study done by (Hamstra et al, 2011) tested the correlation between transformational-transactional leadership styles and it impact on the employees' regulatory focus. The

survey study showed that transformational leadership style tends to reduced employees turnover intention among highly promotion-focused followers. While, transactional leadership tends to reduce the turnover intention between highly prevention-focused employees.

(Collins,2007) investigate the connection between leaders and employees job satisfaction and turnover intention within limited service-restaurant. The finding reveal that the there was a significant and direct liner relationships with job satisfaction. Surprisingly, no direct relation found between leadership and employees turnover intention. More addition study done by (Chen and Lee, 2008) researcher from Taiwan, to study the correlation among supervisor transformational leadership, turnover intention and organizational citizenship behavior in communication industries. The study is emphases the theory of the negative correlation between turnover intention and transformational leadership style.

2.10. Leadership and Employees Turnover in the UAE

As many organizations worldwide the United Arab Emirates leaders and managers face the challenge of manage the employees' turnover and try to build strategies to minimize the employees' turnover defected in the organizations as well as in the country economic as well.

(Alnaqbi, 2011), study the human resource management (HRM) practices and organization culture that affect employee retention in the public sector organizations in the UAE. Study purpose focused in identification of HR practices and other factors such as leadership practices, job satisfaction, organizational commitments that affect the employees' turnover intentions on public organizations located in Sharjah and Dubai. Total of 300 employees participated in this research which working in six public organizations. The finding out of this research that, a more effective HR practices applied the fewer employees likely to leave. In addition, if employees are more satisfied with their job this will decrease the employee's probability to leave the organizations. Moreover, when the leadership shows a positive attitude the chances of voluntary turnover tend to decrease. Furthermore, the factors were showing some variable

according to demographic variables. Sharjah employees gave a lower rating of organization's leadership practices than Dubai employees.

Chapter 3: The Study Methodology

Chapter 3: The Study Methodology

The aim of this study is to investigate the nature of relationship between Leadership styles and employee Job Satisfaction-Turnover Intention. The area of the research was the Federal Electricity and Water Authority (FEWA). The employees of FEWA were the target population of the study.

This chapter will illustrate the data sample characteristics, variables and model of the study, the hypotheses which will examine; methods used for data collection, and will conclude research limitations.

The study will examine the relationship between Leadership styles and Employee Job Satisfaction-Turnover Intention and their factors. The questionnaire survey was conducted in the fourth quarter Q4 of 2012. The data was collected through self-administrated questionnaires (Bass and Avolio (1995) MLQ x5 scales) used to study the transformation and transactional leadership styles. The questionnaires divided in four sections: respondent general information, leadership styles, Job satisfaction and turnover intention. The data of this study were analyzed using the Statistical Package for Social Sciences (IBM-SPSS-19) program.

3.1 Sample of the study

For the purpose of the study, data were collected from employees working in FEWA in 2012. The study questionnaires were randomly distributed to full time employees within FEWA. A cover sheet of the questionnaire was stating the purpose of the study, asking for respondent assistance to be honest, fair and honest as possible.

The questionnaire was prepared with a cover sheet stating the study purpose, asking for assistance of the respondent who filling the questionnaire to be as opens, honest and fair as possible. Also, the researcher assures that no individual will be identified from their response, and there are no requests for confidential information included in the questionnaire.

The questionnaire written in both languages (Arabic and English) to minimize the people misunderstanding of the questions. Respondents asked to show their level of agreement with certain statements. The scales ranged from ‘strongly agree’, ‘agree’, ‘neither agree nor disagree’, ‘disagree’ and ‘strongly disagree’.

The number of the questionnaires that distributed was 700 as a soft and hard copies, **106** surveys were returned and were valid for the analysis.

The total sample size was 106 employees from different branches of FEWA. Male employees represented 78.2% (86 respondents), and female employees represented 18.2% (20 respondents). Majority of the respondents were married with 81.8% (90 respondents) and unmarried respondents 14.6% (16 respondents). The UAE respondent's percentage is 26.4% (29) respondents and 77 respondents (70.0%). Table and figures below provide more details of the study respondents. . **Table 3 below**, shows the description of the sample study.

| | Gender | Marital Status | Education | Age | No. of Year in (Current Organization) | No. of Year in the position | Job level (status) | Nationality |
|------------------------------|---------------|-----------------------|------------------|------------|--|------------------------------------|---------------------------|--------------------|
| Male | 86 | | | | | | | |
| Female | 20 | | | | | | | |
| Married | | 90 | | | | | | |
| Unmarried | | 16 | | | | | | |
| Less than high school | | | 3 | | | | | |
| High school | | | 17 | | | | | |
| College degree | | | 29 | | | | | |
| Graduate degree | | | 32 | | | | | |
| High Diploma | | | 18 | | | | | |
| Master or above | | | 7 | | | | | |
| Less than 25 | | | | 3 | | | | |

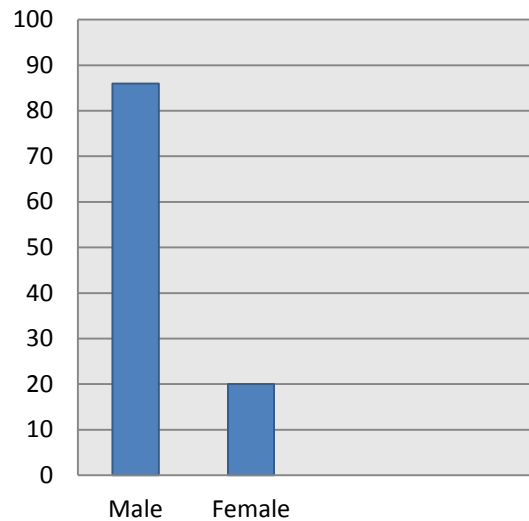
| | | | | | | | | |
|--------------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 25-35 years | | | | 33 | | | | |
| 36-46 years | | | | 26 | | | | |
| 47-57years | | | | 30 | | | | |
| 58 or above | | | | 14 | | | | |
| One year or less | | | | | 2 | 3 | | |
| 2-7 years | | | | | 28 | 36 | | |
| 8-13 years | | | | | 37 | 26 | | |
| 14-19 years | | | | | 17 | 19 | | |
| 20 years or above | | | | | 22 | 22 | | |
| First level | | | | | | | 8 | |
| Middle level | | | | | | | 68 | |
| Lower level | | | | | | | 28 | |
| UAE National | | | | | | | | 29 |
| Non- UAE National | | | | | | | | 77 |
| Total | 106 | 106 | 106 | 106 | 106 | 106 | 106 | 106 |

Table 3- Description of the Study Sample

The details of the survey respondents are presented below:

Table 4 shows the gender status of the 106 respondents. Male employees represented 78.2% (86 respondents), and female employees represented 18.2% (20 respondents).

Figure No.7: Gender Status of the Respondents



| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 86 | 78.2 | 81.1 | 81.1 |
| | Female | 20 | 18.2 | 18.9 | 100.0 |
| | Total | 106 | 96.4 | 100.0 | |
| Total | | 110 | 100.0 | | |

Table No.4: Gender Status of the respondents

Table No.5 shows the marital status, Majority of the respondents were married with 81.8% (90 respondents), and unmarried respondents 14.6% (16 respondents).

| Marital Status | | | | |
|----------------|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | | | | |
| Unmarried | 16 | 14.5 | 15.1 | 100.0 |
| Total | 106 | 96.4 | 100.0 | |
| Total | 110 | 100.0 | | |

Table No.5: The marital status of the respondents

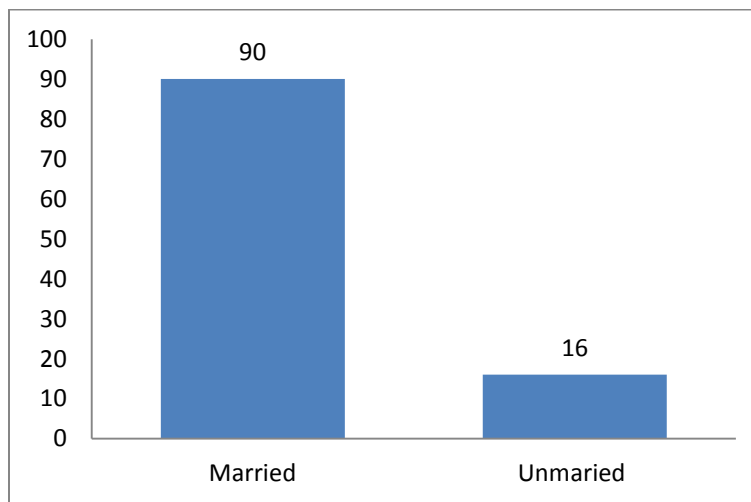


Figure No.8: The marital status of the respondents

Table 6 Shows the education status of the 106 respondents. 2 respondents (2.7%) have degree less than high school, 17 respondents (15.5%) have graduate from high school, 29 respondents (26.4%) have college degree, and 32 respondents (29.1%) have graduated from Universities, 18 respondents (16.4%) have higher diploma and 7 respondents (6.4%) have maser degree or higher. The distribution respondents' education levels distribution showed a normal distribution with the majority of the respondent have Universities degree.

| | | Education | | | |
|---------|-----------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | less than high school | 3 | 2.7 | 2.8 | 2.8 |
| | High School | 17 | 15.5 | 16.0 | 18.9 |
| | College degree | 29 | 26.4 | 27.4 | 46.2 |
| | Graduate degree | 32 | 29.1 | 30.2 | 76.4 |
| | High diploma | 18 | 16.4 | 17.0 | 93.4 |
| | Master or above | 7 | 6.4 | 6.6 | 100.0 |
| | Total | 106 | 96.4 | 100.0 | |
| Missing | System | 4 | 3.6 | | |
| Total | | 110 | 100.0 | | |

Table No.6 The education status of the respondents

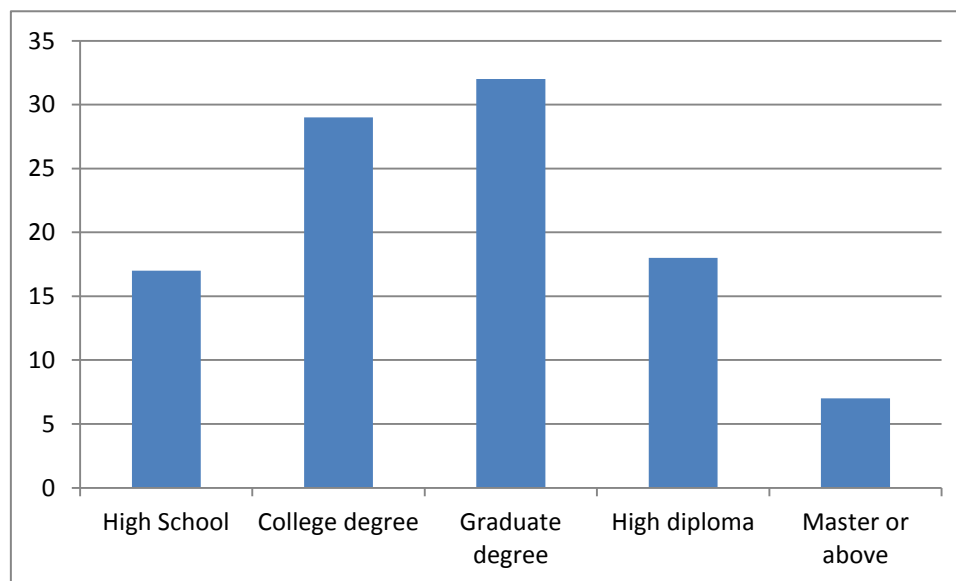


Figure No.9: The education status of the respondents

Table No.7 shows the age status of the 106 respondents. The age distribution of respondents showed that the majority of the respondents are between 25-35 years old representing (30%), second of age respondents majority between 47-57 which representing (27.3%) of the total respondents.

| | | Age | | | |
|---------|-------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| valid | | 3 | 2.7 | 2.8 | 2.8 |
| | 25-35 | 33 | 30.0 | 31.1 | 34.0 |
| | 36-46 | 26 | 23.6 | 24.5 | 58.5 |
| | 47-57 | 30 | 27.3 | 28.3 | 86.8 |
| | 58 or above | 14 | 12.7 | 13.2 | 100.0 |
| | Total | 106 | 96.4 | 100.0 | |
| Missing | System | 4 | 3.6 | | |
| Total | | 106 | 100.0 | | |

Table No.7: The age status of the respondents

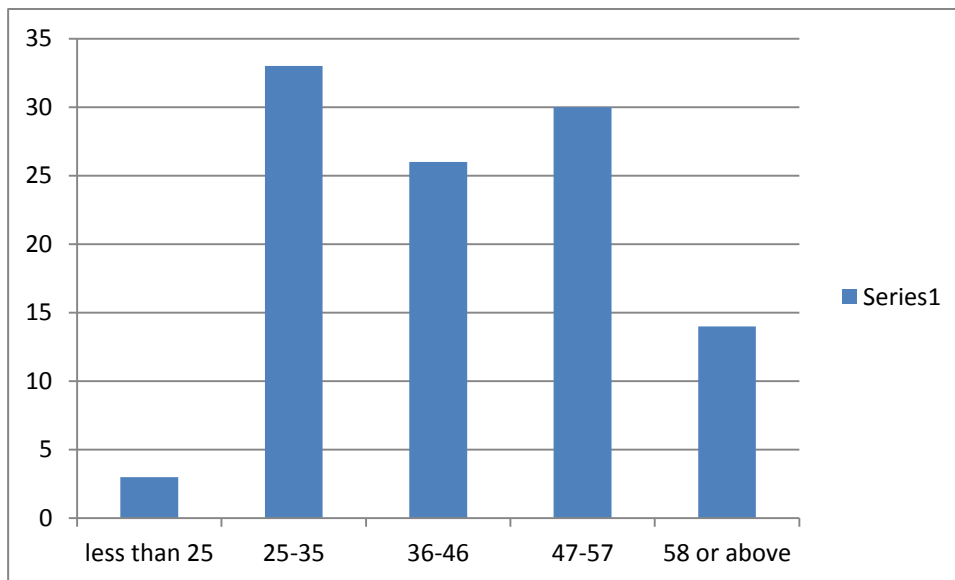


Figure No.10: The age status of the respondents

Table 8 shows the distribution of the respondents' worked in current organizations. The majority of the respondents have between 8-13 years of experience in their current organization representing (33.6%) of the total sample. Only (1.8%) of the respondents spend less than year in the organization. The number of respondents how spent more than 20 years and above in the organization representing 20% of the total respondents.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| One year or less | 2 | 1.8 | 1.9 | 1.9 |
| 2-7 | 28 | 25.5 | 26.4 | 28.3 |
| 8-13 | 37 | 33.6 | 34.9 | 63.2 |
| 14-19 | 17 | 15.5 | 16.0 | 79.2 |
| 20 years or above | 22 | 20.0 | 20.8 | 100.0 |
| Total | 106 | 96.4 | 100.0 | |

Table No.8: Respondents' experience in current organization

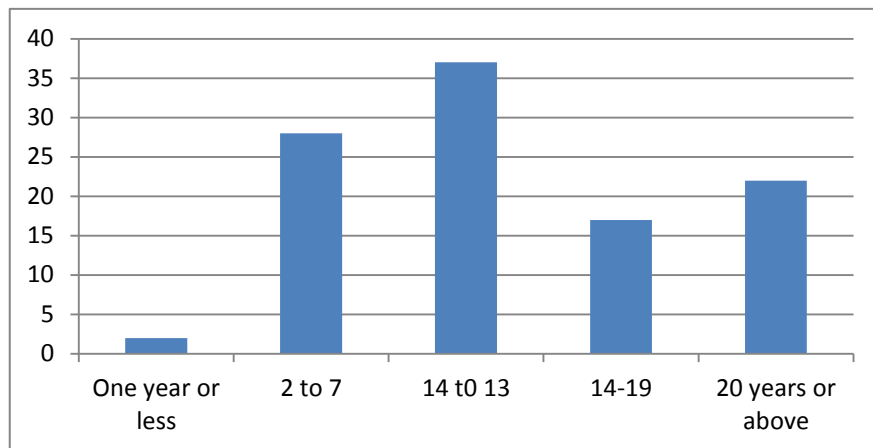


Figure No.11: Respondents' experience in current organization

Table 9 shows the distribution of the respondents' worked in same position organizations. The majority of the respondents spent 2-7 years in the same position representing (32.7%) of the total sample. (2.7%) of the respondents spend less than year in the same

position or job in the organization. The number of respondents how spent more than 20 years and above job in the organization representing 20% of the total respondents.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| | 3 | 2.7 | 2.8 | 2.8 |
| 2-7 | 36 | 32.7 | 34.0 | 36.8 |
| 8 to 13 | 26 | 23.6 | 24.5 | 61.3 |
| 14 to 19 | 19 | 17.3 | 17.9 | 79.2 |
| 20 years or above | 22 | 20.0 | 20.8 | 100.0 |
| Total | 106 | 100 | 100.0 | |

Table No.9 Respondents experience in their current position

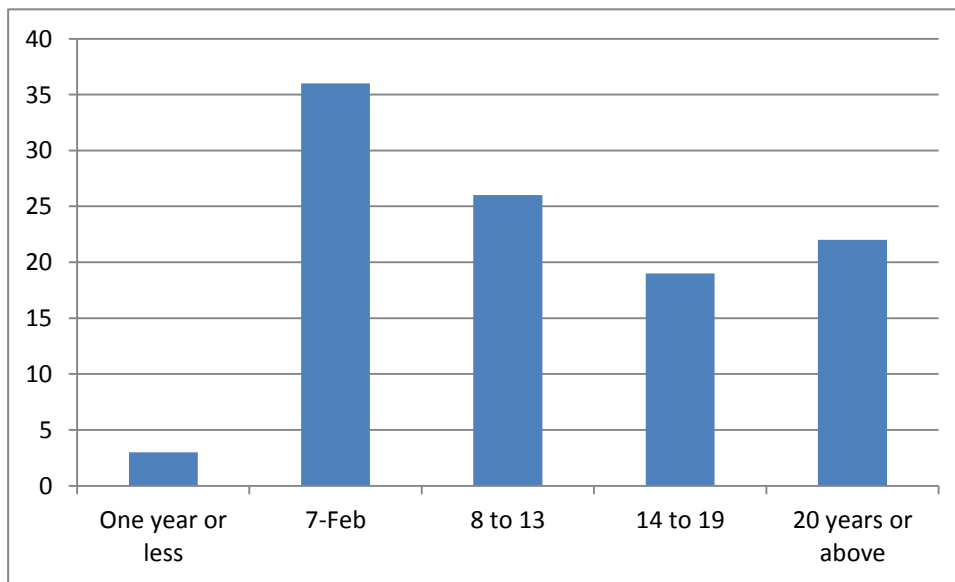


Figure No.12 Respondents experience in their current position

Table No.9 shows the distribution of the Job Status of the 106 respondents. The distribution of the respondents of job status showed normal distribution with the majority of the middle level management which presenting 61.8% of the total respondents number.

Job Status

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | First level | 8 | 7.3 | 7.5 | 7.5 |
| | Middle Level | 68 | 61.8 | 64.2 | 71.7 |
| | Lower level | 28 | 25.5 | 26.4 | 98.1 |
| | 4.00 | 1 | .9 | .9 | 99.1 |
| | 5.00 | 1 | .9 | .9 | 100.0 |
| | Total | 106 | 96.4 | 100.0 | |

Table No.10: The Job status of the respondents

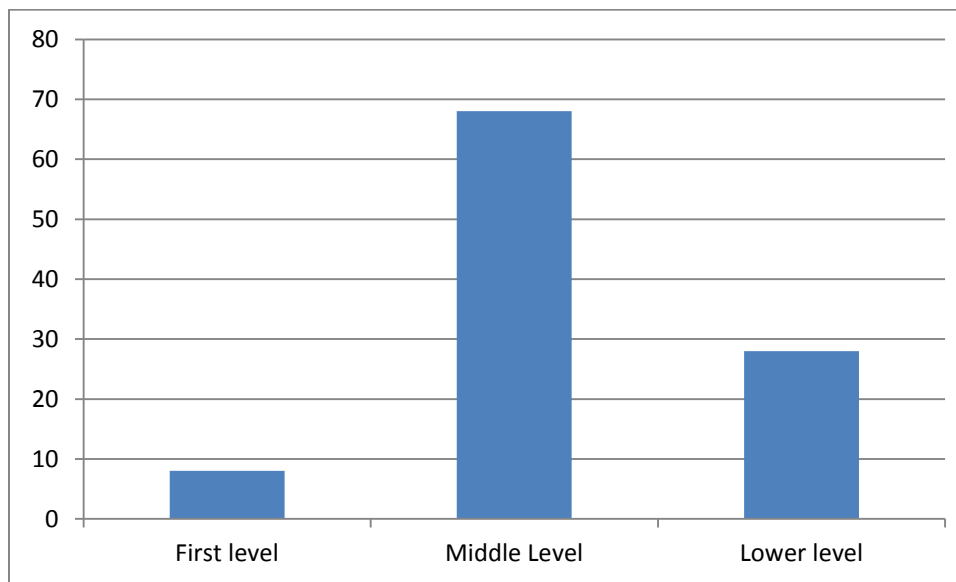


Figure No.13: The Job status of the respondents

Table No. 11 shows the nationality of the respondents. The percentage of UAE nationality is 26.4% and non-UAE nationality represented 70% of the total respondents.

| Nationality | | | | | |
|-------------|---------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | | 29 | 26.4 | 27.4 | 27.4 |
| | Non UAE | 77 | 70.0 | 72.6 | 100.0 |
| | Total | 106 | 96.4 | 100.0 | |
| Missing | System | 4 | 3.6 | | |
| Total | | 110 | 100.0 | | |

Table No.11: The nationality of the respondents

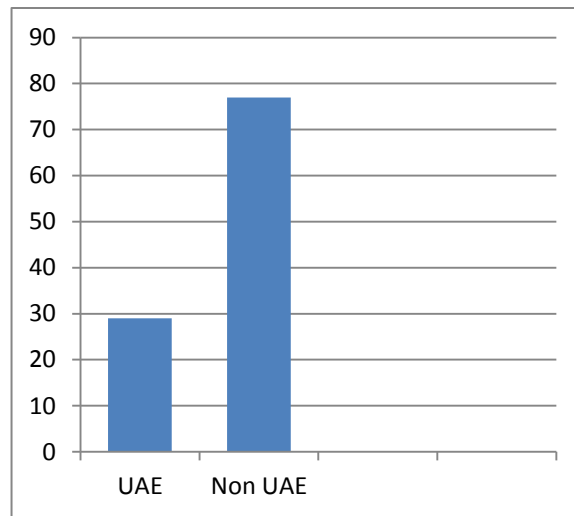


Figure No.14: The nationality of the respondents

3.2 The Study Model and Variables

The study has three variables: Leadership Behavior (transformational-transactional), Job Satisfaction and Turnover Intention. Each of them has several factors. Leadership (transformational- Transactional leadership behaviors) is an independent variable its factors are: (Transformational leadership factors: inspirational motivation, Idealized Influence, individualized consideration and intellectual stimulation. Transactional leadership factors: contingent rewards and management by exception (active).

Job satisfaction is a dependent variable and its factors are: co-worker relationships, pay, the job itself, supervisor style and promotions opportunities. According to Turnover Intention there are no specific factors found.

While studying the relationship between the Leadership Behaviours and employees (Job Satisfaction-Turnover Intention), the study assumes the following:

1. There is a correlation between Leadership behaviours (Transformational- Transactional styles) and job satisfaction.
2. There is a correlation between Leadership behaviours (Transformational- Transactional styles) and turnover intention.
3. The Leadership behaviours (Transformational- Transactional styles) as independent variable has impact on (Job Satisfaction-Turnover Intention) as a dependent variable.
4. The factors of Leadership (Transformational- Transactional) styles have an impact on Job Satisfaction factors.
5. The factors of Leadership (Transformational- Transactional) styles have an impact on Turnover Intention factors as dependent factors.

3.3 Study Measurements

For the study purpose, the data were collected through 44 items. The questionnaire was divided of four sections. The first section contains the general respondent's information. The second, third and fourth sections collected the information that required to evaluate the interest variables of the study.

In the second section, the 'Multifactor Leadership Questionnaire' MLQ used to measure the key attributed of leadership behaviors. Total of 18 statements are used to measure the (transformational- Transactional leadership behaviors). Transformational leadership is measured by 12 items. It consists of inspirational motivation (3 items). Idealized Influence (3 items), individualized consideration (3 items) and intellectual stimulation (3 items). Transactional leadership is measured by 6 items: contingent rewards (3 items) and management by exception (active) (3 items).

In the third section, the job satisfaction questions, established in stand of job satisfaction questionnaire used every year by FEWA as a stander job satisfaction survey. And this section contained a total of 20 items of Job Satisfaction variable. Each factors of job satisfaction measure by used 4 items for each factor (co-worker relationships, pay, the job itself, supervisor style and promotions opportunities). In the fourth section, the Intention of turnover study by used 6 items. The questionnaire used a scale of five ranging from 1 to 5. The number 1 stands for 'strongly agree' and 5 stands for 'strongly disagree'. The reliability test was run for these three variables. Table below shows the reliability test of the items of each variable.

3.3.1. Reliability Test:

A. (Leadership Styles and Job satisfaction-Turnover intention)

As it shows in the down table the Alpha value for Leadership style is **0.907** (Higher than 0.6) which is adequate and does not require further improvements

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .907 | 44 |

| Reliability Statistics | Number of Items | Cronbach's alpha |
|---|-----------------|------------------|
| Leadership Styles | 18 | 0.95 |
| Job Satisfaction | 20 | 0.74 |
| Intention Turnover | 6 | 0.65 |
| Leadership Styles and (Job satisfaction-Turnover Intention) | 44 | 0.90 |

Table 12- Reliability Statistics

With reference to Table 2, the Cronbach's Alpha value for the entire scale was 0.90. On the basis of these results the scale is considered as reliable because the reliability values are better than the 0.6 level of minimum acceptability. According to many researchers, alpha values over 0.70 are generally acceptable and here it can be said that this study are reliable.

B. Reliability Test of Transformational leadership styles

To assess the psychometric properties of the transformational scale reliability test was done. The overall Alpha value for Leadership style is 0.944 (Higher than 0.6) which is adequate and does not require further improvements. Table No.14 shows the mean, standard deviation and the alpha values for the 9 items of this overall alpha value can be maximized by deleting of IDI.1 from the scale but, similar to transformational leadership reliability. Since the scale is good no need for item delete.

**Reliability Statistics-
Leadership styles**

| | |
|---------------------|------------|
| Cronbach's Alpha | N of Items |
| .944 | 9 |

Item Statistics

| Transformational leadership items | Mean | Std. Deviation | Cronbach's Alpha if Item Deleted |
|-----------------------------------|--------|----------------|----------------------------------|
| IDI.1 | 2.2381 | 1.00502 | .947 |
| IDI.2 | 2.3048 | 1.07528 | .936 |
| IDI.3 | 2.4476 | 1.15176 | .938 |
| IM1 | 2.2000 | .85934 | .946 |
| IM2 | 2.6095 | 1.13082 | .934 |
| IM3 | 2.5619 | 1.08241 | .933 |
| IS1 | 2.4190 | .99789 | .946 |
| IS2 | 2.6095 | 1.13082 | .934 |
| IS3 | 2.5619 | 1.08241 | .933 |

Table no.14: Means, standard deviation and reliabilities of Transformational leadership scales

C. Reliability Test of Transactional leadership styles

To assess the psychometric properties of the Transactional scale reliability test was done. The overall Alpha value for Leadership style is **.895** (Higher than 0.6) which is adequate and does not require further improvements. Table 15 shows the mean, standard deviation and the alpha values for the 6 items of this overall alpha value can be maximized by deleting of IC3 from the scale but, similar to Transactional leadership reliability. Since the scale is good no needs for item delete.

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .895 | 6 |

| Transactional leadership | Mean | Std. Deviation | Cronbach's Alpha if Item Deleted |
|--------------------------|--------|----------------|----------------------------------|
| IC | 2.4245 | 1.17066 | .883 |
| IC2 | 2.5472 | 1.07022 | .865 |
| IC3 | 2.9245 | 1.11011 | .893 |
| CR1 | 2.7453 | 1.13020 | .862 |
| CR2 | 3.0566 | 1.11124 | .870 |
| CR3 | 2.6981 | 1.00636 | .884 |

Table 15: Means, standard deviation and reliabilities of transactional leadership scales

D. Reliability Test for Job Satisfaction and its factors:

The job satisfaction variable has five factors (co-worker relationships, pay, the job itself, supervisor style and promotions opportunities). The reliability test for each factor will be tested separately the overall job satisfaction reliability will be tested.

As it shows in the table below the Alpha value for Job Satisfaction is **0.748** (higher than 0.6) which does not require further improvements. Table 16 shows the mean, standard deviation and the alpha values for the 20 items of pay factor of job satisfaction when a certain item is deleted. Since the scale is good, no items need to be deleted.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .748 | 20 |

Item Statistics

| Job Satisfaction Factors | Mean | Std. Deviation | Cronbach's Alpha if Item Deleted |
|--------------------------|--------|----------------|----------------------------------|
| Salary1 | 3.0849 | 1.19617 | .742 |
| Salary2 | 3.7075 | 1.21864 | .742 |
| Salary3 | 2.9057 | 1.15905 | .758 |
| Salary4 | 2.7830 | 1.23446 | .739 |
| Prom1 | 2.5094 | 1.16493 | .748 |
| Prom2 | 3.7264 | 1.12574 | .727 |
| Prom3 | 3.4906 | 1.20511 | .724 |
| Prom4 | 3.6509 | 2.16484 | .766 |
| Sup1 | 2.7547 | 1.14485 | .712 |
| Sup2 | 2.6887 | 1.10723 | .714 |
| Sup3 | 2.5377 | 1.16435 | .720 |
| Sup4 | 2.3019 | 1.01578 | .724 |
| Coworker1 | 2.3208 | .91075 | .727 |
| Coworker2 | 2.4528 | 1.07022 | .729 |
| Coworker3 | 2.0943 | .77494 | .740 |
| Coworker4 | 2.1415 | 2.08596 | .773 |
| Job1 | 2.4245 | 1.05061 | .725 |
| Job2 | 2.1321 | 1.08738 | .730 |
| Job3 | 1.9906 | .96110 | .743 |
| Job4 | 3.6698 | 1.18500 | .771 |

Table No.16: Means, standard deviation and reliabilities of Job Satisfaction scales

E. Reliability Test for Turnover Intention

As it shows in the down table the Alpha value for Leadership style is 0.475 (lower than 0.6) which require further improvements

**Reliability Statistics-
Turnover Intention**

| | |
|---------------------|------------|
| Cronbach's Alpha | N of Items |
| 0.475 | 5 |

Item Statistics

| | Mean | Std. Deviation | Cronbach's Alpha if Item Deleted |
|-----------|--------|----------------|-------------------------------------|
| Turnover1 | 2.9151 | 1.20410 | .223 |
| Turnover2 | 3.1509 | 1.24053 | .165 |
| Turnover3 | 3.1226 | 1.27767 | .224 |
| Turnover4 | 3.4057 | 1.18545 | .219 |
| Turnover5 | 3.1415 | 1.24548 | .652 |
| Turnover6 | 2.9434 | 1.18587 | .694 |

The table above, deleting the 6 item of the turnover will increase the Cronbach's Alpha to 0.694. Therefore, the 6 item was deleted and the ratability test runs again. Table below, shows that the ratability increase to be 0.694 after second run (higher than 0.60) and this adequate and no need for further improvement.

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .694 | 5 |

3.4 Study Hypotheses

The main purpose of this study is to investigate the nature of the relationship between Leadership styles and employee Job Satisfaction-Turnover Intention. Several hypotheses were developed to investigate these relationships. Leadership styles and employee Job Satisfaction-Turnover Intention are the main variable.

The current study hypotheses can be present as follow (**Figure No. 15**):

Hypothesis 1 →

H1a: There is a statistically significant relationship between Leadership styles and Job Satisfaction (Global Variable to Global Variable)

H1b: There is no statistically significant relationship between Leadership styles and Job Satisfaction (Global Variable to Global Variable)

Hypothesis 2 →

H2a: There is a statistically significant relationship between Leadership styles and Turnover Intention (Global Variable to Global Variable)

H2b: There is no statistically significant relationship between Leadership styles and Turnover Intention (Global Variable to Global Variable)

Hypothesis 3 →

- H3a: There is a statistically significant relationship between Transformational Leadership Style and Job Satisfaction factors.
- H3b: There is no statistically significant relationship between Transformational Leadership Style and Job Satisfaction factors.

Hypothesis 4 →

- H4a: There is a statistically significant relationship between Transformational Leadership Style and Turnover Intention.
- H4b: There is no statistically significant relationship between Transformational Leadership Style and Turnover Intention.

Hypothesis 5 →

- H5a: There is a statistically significant relationship between Transactional Leadership Style and Job satisfaction factors.
- H5b: There is no statistically significant relationship between Transactional Leadership Style and Job satisfaction factors.

Hypothesis 6→

- H6a: There is a statistically significant relationship between Transactional Leadership Style and Turnover Intention.
- H6b: There is no statistically significant relationship between Transactional Leadership Style and Turnover Intention.

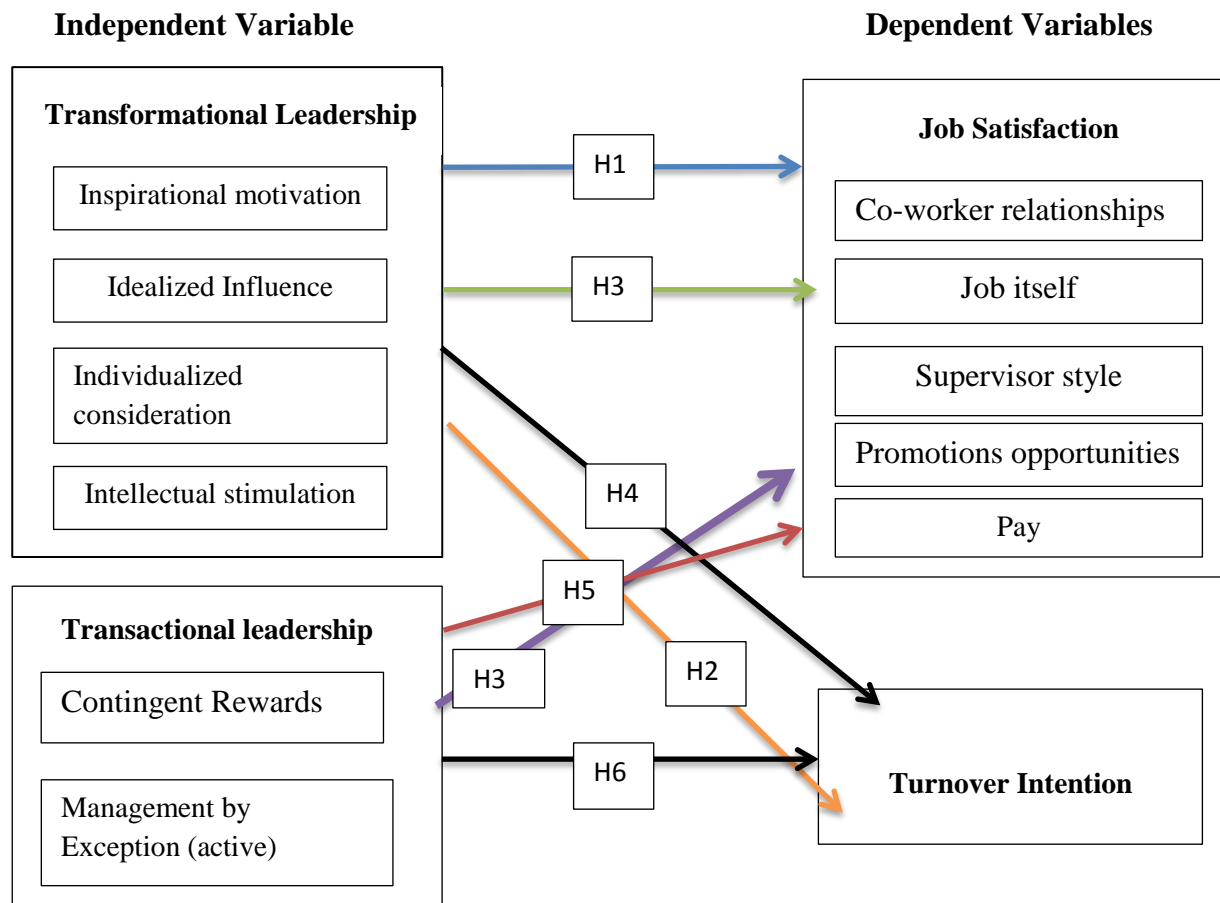


Figure No.15

3.5 Data Collection Methods

The research target was FEWA organization. Employees from different levels participated in the study. The study questionnaires were randomly distributed to full time employees within FEWA. The questionnaire was prepared with a cover sheet stating the study purpose, asking for assistance of the respondent who filling the questionnaire to be as opens, honest and fair as possible. Also, the researcher assures that no individual will be identified from their response and there are no requests for confidential information included in the questionnaire.

The questionnaire was written in both Arabic and English language to minimize the people misunderstanding of the questions. See **Appendix No.1** for a copy of the questionnaire. Respondents asked to show their level of agreement with a certain statements. The scales ranged from strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. The number of the questionnaires that distributed was 700 as a soft and hard copies, **106** surveys were returned and were valid for the analysis.

3.6 Research Limitations

This research examines the relationship between Leadership styles and Employee Job Satisfaction-Turnover Intention. This study used self-report data and one of the disadvantages of self-report data is that the data is collecting the data in the same time and not take in the mind the changes that happen over period of time. Another limitation to the research was the questionnaire distribution time. The questionnaire was distribution in the fourth quarter of 2012, where the majority of the employees take their annual leave before the New Year come to clear their leave carryover from 2012. This might explain the impact of lack of return questionnaires. The research focused on FEWA employees and this might not match with other employee's behavior in the other government organizations in the UAE or in the other country.

Chapter 4

Data Analysis and Results Discussion

Chapter 4: Data Analysis and Results

This study investigates the relationship between ‘Leadership styles’ and ‘Employees Job Satisfaction-Turnover Intention’. This chapter presents the data analysis and the findings-discussion of the study.

4.1 ‘Correlation Test’ on Hypotheses

‘Pearson correlation coefficients’ test was used in order to examine the six hypotheses presented in section 3.4. An overall summary matrix of correlation tests is given in Table No.17, below. (Appendix No.2 Show that whole correlation test table)

| | Global Leadership Styles | Transformational | Transactional |
|----------------------------------|--------------------------|------------------------|------------------------|
| Global Job Satisfaction | 0.742 ^{**} (1) | .737 ^{**} | .695 ^{**} |
| Pay | .335 ^{**} | .315 ^{**} (3) | .346 ^{**} (5) |
| Promotion | .439 ^{**} | .433 ^{**} (3) | .425 ^{**} (5) |
| Supervisor | .825 ^{**} | .841 ^{**} (3) | .727 ^{**} (5) |
| Coworker | .324 ^{**} | .313 ^{**} (3) | .324 ^{**} (5) |
| Work itself | .399 ^{**} | .393 ^{**} (3) | .361 ^{**} (5) |
| Global Turnover Intention | -.177 ⁽²⁾ | -.168 ⁽⁴⁾ | -.157 ⁽⁶⁾ |

Note: *Significant at 0.05 and ** significant at 0.01

1: Represents H1

4: Represents H4

2: Represents H2

5: Represents H5

3: Represents H3

6: Represents H6

Table 17- Relationships between Hypothesized Independent and Dependent Variables

Table No.17 presented the correlation results between Leadership styles and Employees Job Satisfaction-Turnover Intention. The correlation table showed several significant correlations. In general the Pearson correlation values are high.

H1 hypothesis is about the relationship between leadership styles and Job satisfaction. As can be seen from this table, global leadership styles variable has a positive relationship with global Job Satisfaction with a Pearson correlation coefficient of ($r = .742$) and this means that changes in one variable are strongly correlated with changes in the second variable as it is close to 1. For this reason, we can conclude that there is a strong relationship between Leadership style and Job Satisfaction. This supports H1

H2 hypothesis is about the relationship between leadership styles and Turnover Intention. As can be seen from this table, there is a negative relationship between these two global variables ($r = -.177$) and this means when one variable decreases the second variable increases. In this case, increasing leadership styles causes a decrease in employee's turnover and vice versa. This supports H2.

Transformational and transactional leadership styles have 'significant positive relationship' with all factors of Job Satisfaction. Although both are positive, the magnitude of correlation for transformational leadership ($r = .315, .433, .841, .313, .393$) are higher than that of transactional leadership ($r = .346, .425, .361$) for pay, promotion, supervisor and work itself of job satisfaction factors which means that transformational leadership influences employee job satisfaction more than transactional except for the coworker factors where the influence of transactional ($r = .324$) is higher than transformational ($r = .727$). These results support **H3 and H5**.

H4 and H6 is about the relationship between (transformational and transactional) and Turnover Intention. As can be seen from this table, there is 'significant negative relationship' between these two global variables ($r = -.168$) for transformational and ($r = -.157$) for transactional and this means when one variable decreases the second variable increases. But as it is seen the transformational leadership style has a more negative relationship with turnover than transactional. This means when one variable decreases the second variable increases. In this case, increasing leadership styles (transformational and transactional) lead to a decrease in employee's turnover and vice versa.

versa. This approved H4 and H6. Based on these correlations (presented in Table 17 above) null hypothesis of H1, H2, H3, H4, H5 and H6 are rejected.

4.2. 'Regression Test'

The ability of each individual independent variables (Leadership styles – Transformational and transactional) to predict the dependent variables (Job Satisfaction and turnover intention), where each of the individual leadership styles is examined and explained.

In order to test the first hypothesis, a regression test was run on the relationship between the global variable of Leadership styles and Job Satisfaction. A regression test was run on the relationship between these two global variables (results presented in table 17)

As expected, the results indicated a significant relationship where the 'adjusted R² value' was (0.547) and the F value was (126.487) with (Sig=.000). These above results indicate that leadership styles have a significant influence on the Job Satisfaction. The leadership styles were able to explain 55% of the Job satisfaction. There is a relationship between Leadership and Job satisfaction. Therefore, H1a was found to be valid and H1b was found to be invalid.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .742 ^a | .551 | .547 | 6.99830 |

a. Predictors: (Constant), Global .leadership

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 6194.842 | 1 | 6194.842 | 126.487 | .000 ^a |
| | Residual | 5044.548 | 103 | 48.976 | | |
| | Total | 11239.390 | 104 | | | |

a. Predictors: (Constant), Global. leadership

b. Dependent Variable: Global Job Satisfaction

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 31.399 | 2.241 | | 14.008 | .000 |
| | Global. Leadership | .526 | .047 | .742 | 11.247 | .000 |

a. Dependent Variable: Global Job Satisfaction

Table18 : The regression test results on the relationship between leadership styles and Job satisfaction global variable.

H2 hypothesis is about the relationship between global leadership styles and turnover Intention. The results indicated a no significant relationship where the adjusted R^2 value was (0.031) and the F value was (3.349) with (Sig=.070). These above results indicate that leadership styles have a significant influence on the Turnover Intention. The leadership styles were able to explain (3.1%) of the variance in turnover Intention. There is a relationship between Leadership and turnover Intention. Therefore, H2b was found to be valid and H2a was found to be invalid. (Results present in table 19)

Table19: The regression test results on the relationship between leadership styles and Turnover Intention.

| Model Summary | | | | | |
|----------------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .177 ^a | .031 | .022 | 3.80409 | |

a. Predictors: (Constant), Global. Leadership

| ANOVA^b | | | | | | |
|--------------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 48.467 | 1 | 48.467 | 3.349 | .070 ^a |
| | Residual | 1490.523 | 103 | 14.471 | | |
| | Total | 1538.990 | 104 | | | |

a. Predictors: (Constant), Global. Leadership
b. Dependent Variable: Turnover. Intention

| Coefficients^a | | | | | | |
|---------------------------------|--------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 20.848 | 1.218 | | 17.110 | .000 |
| | Global. Leadership | -.047 | .025 | -.177 | -1.830 | .070 |

a. Dependent Variable: Turnover. Intention

H3 hypothesis is about the relationship between Transformational leadership styles and Job Satisfaction Factors. The results indicated a significant relationship where the adjusted R² value was (0.154) and the F value was (18.956) with (Sig=.000). These above results indicate that Transformational leadership styles have a significant influence on the Job Satisfaction Factors. The Transformational leadership styles were able to explain (1.5%) of the Job Satisfaction Factors. There is a relationship between Transformational Leadership and Job Satisfaction Factors. Therefore, H3a was found to be valid and H3b was found to be invalid. (Results present in table 20)

Table 20: The regression test results on the relationship between Transformational leadership styles and Job Satisfaction Factors

| Model Summary | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .393 ^a | .154 | .146 | 2.25279 | |

a. Predictors: (Constant), Transformtional2

| Coefficients ^a | | | | | | |
|---------------------------|------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.365 | .691 | | 10.666 | .000 |
| | Transformtional2 | .094 | .022 | .393 | 4.354 | .000 |

a. Dependent Variable: Job.factors

| ANOVA ^b | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 96.203 | 1 | 96.203 | 18.956 | .000 ^a |
| | Residual | 527.807 | 104 | 5.075 | | |
| | Total | 624.009 | 105 | | | |

H4 hypothesis is about the relationship between Transformational leadership styles and turnover Intention. The results indicated a no significant relationship where the adjusted R^2 value was (0.168) and the F value was (3.022) with (Sig=.085). These above results indicate that Transformational leadership styles have a significant influence on the Turnover Intention. The Transformational leadership styles were able to explain (1.6%) of the turnover Intention. There is a relationship between Transformational Leadership and turnover Intention. Therefore, H4a was found to be valid and H4b was found to be invalid. (Results present in table No.21)

Table No.21: The regression test results on the relationship between Transformational leadership styles and Turnover Intention

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .168 ^a | .028 | .019 | 3.81926 |

^a. Predictors: (Constant)', Transformtional2

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 44.074 | 1 | 44.074 | 3.022 | .085 ^a |
| | Residual | 1517.020 | 104 | 14.587 | | |
| | Total | 1561.094 | 105 | | | |

a. Predictors: (Constant), Transformtional2

b. Dependent Variable: turnover. Intention

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 20.609 | 1.171 | | 17.604 | .000 |
| | Transformtional2 | -.064 | .037 | -.168 | -1.738 | .085 |

H5 hypothesis is about the relationship between Transactional leadership styles and Job Satisfaction Factors. The results indicated a significant relationship where the adjusted R^2 value was (0.131) and the F value was (15.466) with (Sig=.000). These above results indicate that Transactional leadership styles have a significant influence on the Job Satisfaction Factors. The Transactional leadership styles were able to explain (13%) of the Job Satisfaction Factors. There is a relationship between Transactional Leadership and Job Satisfaction Factors. Therefore, H5a was found to be valid and H5b was found to be invalid. (Results present in table 22)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .361 ^a | .131 | .122 | 2.28918 |

a. Predictors: (Constant), Transactional

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 81.046 | 1 | 81.046 | 15.466 | .000 ^a |
| | Residual | 539.754 | 103 | 5.240 | | |
| | Total | 620.800 | 104 | | | |

a. Predictors: (Constant),

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t |
|-------|---------------|-----------------------------|------------|---------------------------|-------|
| | | B | Std. Error | Beta | |
| | | 1 | (Constant) | 7.436 | |
| | Transactional | .182 | .046 | .361 | 3.933 |

a. Dependent Variable: Job.factors

Table No.22: The regression test results on the relationship between Transactional Leadership Styles and Job Satisfaction Factors

H6 hypothesis is about the relationship between Transactional leadership styles and turnover Intention. The results indicated a no significant relationship where the adjusted R^2 value was (0.025) and the F value was (2.588) with (Sig=.111). These above results indicate that Transactional leadership styles have a significant influence on the turnover Intention. The Transactional leadership styles were able to explain (2.5%) of the turnover Intention. There is a relationship between Transactional Leadership and turnover Intention. Therefore, H6b was found to be valid and H6a was found to be invalid. (Results present in table No.23)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .157 ^a | .025 | .015 | 3.81777 |

a. Predictors: (Constant), Transactional

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 37.728 | 1 | 37.728 | 2.588 | .111 ^a |
| | Residual | 1501.263 | 103 | 14.575 | | |
| | Total | 1538.990 | 104 | | | |

a. Predictors: (Constant), Transactional

b. Dependent Variable: turnover. Intention

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 20.609 | 1.230 | | 16.759 | .000 |
| | Transactional | -.124 | .077 | -.157 | -1.609 | .111 |

a. Dependent Variable: turnover. Intention

Table No.23: regression test for the relationship between transactional leadership styles and Turnover Intention

4.3. Discussion of the Results

4.3.1 Leadership Styles and Job Satisfaction

In this study, we have investigated the relationship between Leadership styles and job satisfaction of FEWA employees.

The results of the correlation test and regression test show significant and positive correlated between leadership styles and the level of job satisfaction among FEWA employees. This suggests that, in general, FEWA employees feel their leader styles have an impact in the satisfaction level. These results tell us that leadership styles tend to effect and impact the employee's level of Job Satisfaction. Significant research done by (Bass,1985) and (Vroom and Jago,1988) pointed out that leader behavior influence subordinate satisfaction profoundly and consistently. Moreover, (Griffin & Bateman,1986 as cited in Hukpati,2009) said that the leadership has steady and immense impact on job satisfaction of employees on organization.

This finding of the relationship between these two global variables (leadership styles and Job satisfaction) is also supporting the existing literature in this area. From the global aspect, the same result of correlation between these variables was found by (Rad and Yarmohammadian, 2006) who investigated that there is high relationship between leadership styles and job satisfaction among employees whose worked in Isfahan. Moreover, (Politis, 2006) studied these variables among manufacturing organization in Australia and he found the same result. From the UAE aspect, the finding of the positive relation between job satisfaction and leadership styles was also supported by (Yousef, 2000), he studied the relationship between leadership behavior and job satisfaction among employees from 30 organizations located in the 'United Arab Emirates' (UAE).

The present results reveal that the leadership styles has high impact in employee job satisfaction in the UAE and because of this organizations must take in account that the style of leaders impact the employees job satisfaction, and that is linked to others

important work related attitudes such as absenteeism, turnover and employee productivity (Zhang, Yao and Cheong, 2010). Finally, this result of correlation between these two variables proved the H1a hypothesis.

4.3.2. Transformational-Transactional leadership and Job Satisfaction Factors

In this study, we have investigated the relationship between Transformational-Transactional Leadership styles and its effect in each factor of job satisfaction among FEWA employees.

The results of the correlation test and regression test show significant and positive correlation between transformational-Transactional leadership styles and factors of job satisfaction among FEWA employees. As seen in the correlation test (Table No 17) that the transformational-transactional styles have a high correlation and positive relation with supervisors' factors of job satisfaction more than any other facets, but the transformational shows more effect than transactional. The quality of the relationship between supervisor and subordinates plays a significant role to increase the positive influence on the employee's job satisfaction (Bull, 2005), and as transformational leaders shift people from low level to high level of needs according to 'Maslow's hierarchy'. They encourage and motivate people to transcend their own interest for collective purpose.

Transformational leaderships engage with their followers as whole people rather than as an employee such as transformational leaders emphasize and care about actualization of followers. Furthermore, transformational leadership styles have four components (*'idealized influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration'*) and all these components are highly concerned about the relationship between managers and their employees. It is all about the respect, confidence, motivation, innovation and individual consideration that managers share and give it to their employees.

This result shows that FEWA employees passed the three first levels (psychological, security and belongingness) of Maslow's hierarchy needs and show more needs for recognition, confidence and caring.

Transformational leaders show significant and positive correlation with promotion job satisfaction factors at the second level after supervisor factor. Usually, employees who have opportunities for promotions are show more satisfaction about their job (Bull, 2005). The work itself, pay and coworker are also shown a significant and positive relationship with transformational-transactional leadership styles. Generally, the transformational style show more impact in all job satisfaction factors then transactional style.

This finding of the relationship between transformational- transactional leadership styles and Job satisfaction factors is also supporting the existing literature in this area. From the global aspect, the same result of correlation between these variables was found by (Sun and Wang, 2009) whose examined the relationship between transformational leadership styles and overall satisfaction of employees on China organizations which shown an important correlation between these variables. Also, (Yang et al, 2011), examined the relationships among job satisfaction and transformational leadership in the military officers of public sector in Taiwan. The results of study show that there is a positive correlation between subordinate's job satisfaction and transformational leadership style.

From the UAE aspect, the finding of the positive relation between job satisfaction and leadership styles was also supported by (Awamleh, Evans and Mahate 2005), tested the transformational- transactional leadership on employees satisfaction and performance among managers working in United Arab Emirates (UAE) banks. This study confirmed that the bank manager's transformational leadership style boost employees job satisfaction and performance as well.

Furthermore, a study done by (Abdalla and Pinnington, 2011) to identify the relationship between implementation of transformational and transactional leadership and levels of employee's satisfaction government agency located in Abu Dubai-UAE. The results

found a strong association between implementation transformational leadership style in the organization and employees job satisfactions.

To conclude, that applying transformational leadership style on FEWA will enhance the job satisfaction level among FEWA employees and this result also reflected the public sector in the UAE. This result of correlation between these two variables proved the H3a and H5a hypotheses.

4.3.3. Leadership and Turnover Intention

In this study, we have investigated the relationship between global Leadership styles and turnover intention among FEWA employees. (Ikwukananne and Udechukwn , 2009) explained voluntary turnover as a “consequence of employees initiating the termination of their employee-organization relationships”.

The results of the correlation test and regression test show significant and negative correlated between leadership styles and factors of turnover intention among FEWA employees. These results tell us that leadership styles tend to effect and impact the employee’s intention to stay or leave the organization. Improve the knowledge of understanding the leadership behaviors will helps leaders to be more effective and efficient in retaining and attracting talented employee’s. (Sellgren, Ekvall and Tomson, 2007).

This finding of the relationship between these two global variables (leadership styles and Turnover Intention) is also support the existing literature in this area. From the global aspect, the same result of correlation between these variables was found by (Chen and Silverthorne, 2005) that measure the relationship between leadership style and turnover intention among Taiwan companies .The results showed that leadership style negatively correlated with turnover intention. Furthermore, study done between health’s service

workers in Australia by (Andreetta, 2011) and this study also emphasize the important of leadership style and it effect on employee turnover intention.

(Alnaqbi, 2011), study the leadership style and organization culture that affect employee retention in the public sector organizations in the UAE and he found a negative relationship between both of them.

The present results reveal that the leadership style has high impact in employee turnover intention in the UAE. . This result of correlation between these two variables support H2a hypothesis.

4.3.4. Transformational-Transactional leadership and Turnover Intention

In this study, we have investigated the relationship between Transformational-Transactional Leadership styles and turnover intention among FEWA employees.

The results of the correlation test and regression test show significant and negative correlated between Transformational-Transactional leadership styles and turnover intention among FEWA employees. As it seen in the correlation test (table No 17) that the transformational-transactional styles has a significant correlation and negatively relation with turnover intention, but the transformational shows more effect on turnover intention then transactional.

In this rapidly changing and challenging environments organizations face today has resulted in call for more flexible and adaptive leadership because adaptive leader work more effectively with these rapidly changes and challenges. Two new styles of leadership were labeled the type o adaptive leadership style described above ‘transformational and transactional leadership’ (Bass et al, 2003). As these two leadership styles concerns about employees as the main organization asset. It is all about the respected, confidence, motivation, innovation and individual consideration that managers share and give it to their employees. Many companies failed to identified turnover as a legitimate organization problem and usually many organization do not even assessing the impact

and consequences of the turnover when they establish the organization strategy. Employees with knowledge, skills and ability (KSA) will reflect the quality of employee hired. The employee will be trained and have enough experience overtime which costs money and self-development, but if the employee leaves the job it will lead organization to lose the money and experience it invest to develop and pay for the employee.

Study done by (Hamstra et al, 2011) tested the correlation between transformational-transactional leadership styles and its impact on employee's regulatory focus. The survey study showed that transformational leadership style tends to reduce employees' turnover intention among highly promotion-focused followers. More addition study done by (Chen and Lee, 2008) researcher from Taiwan, the study emphasizes the theory of the negative correlation between turnover intention and transformational leadership style.

Study done by (Alnaqbi, 2011), among six public organizations in the UAE which found a negative correlation between turnover intention and transformational leadership style and this supports the result of this study.

In conclusion, the present results reveal that the leadership style has a high impact on Transformational-Transactional in employee turnover intention in the UAE. This result of correlation between these two variables supports H4a and H6a hypothesis.

Chapter 5: Conclusion and Recommendations

Chapter 5: Study Conclusion and Recommendations

5.1 Conclusion

The subject of leadership styles and its affected on employees Job Satisfaction and Turnover Intention have been the subject of several studies (Bass,1985)and(Vroom and Jago,1988). This study aims to investigate the effective of leadership styles on employees Job Satisfaction and Turnover Intention within the UAE public sector organization. The topic of leadership styles and its relationship with the job satisfaction and turnover was not address by researchers within the UAE specifically in a service organization that provide water and electricity to its customers.

This study makes an attempt to examine the nature of correlation between Leadership Styles and employees Job Satisfaction and Turnover Intention. The study tested several hypotheses that reflecting the relationship between these three global variables and their factors. As explained and illustrated through the methodology section and the data analyses sections. The study was able to prove the existence of positive and significant relationship between leadership styles (Transformational- Transactional) and Job Satisfaction. As well as, strong negative and significant relationship found between leadership styles (Transformational- Transactional) and Turnover Intention.

The study proved the following hypotheses:

- There is a statistically significant positive relationship between Leadership styles and Job Satisfaction (Global Variable to Global Variable).
- There is a statistically significant negative relationship between Leadership styles and Turnover Intention (Global Variable to Global Variable).

- There is a statistically significant positive relationship between Transformational Leadership Style and Job Satisfaction factors.
- There is a statistically significant negative relationship between Transformational Leadership Style and Turnover Intention.
- There is a statistically significant positive relationship between Transactional Leadership Style and Job satisfaction factors.
- There is a statistically significant negative relationship between Transactional Leadership Style and Turnover Intention.

In general, the study indicates a high correlation values between testing variables. The data analysis was able to provide how far the leadership styles that been applying by mangers can effect employee's behaviors and attitudes regarding different aspect of job satisfaction and intention to leave the organization.

The data analysis puts in focus some interesting observations regarding styles of leadership and job satisfaction. Transformational leadership style found to have more influence in employees job satisfaction factors then transactional leadership style. Two job satisfaction factors (supervisor style and the job itself) had the highest effected factors in transformational and transactional leadership styles. And the lowest job satisfaction factors influences in leadership styles was pay and coworker relation. In addition, the leadership styles have negative relationship with turnover. Also, the influence of Transformational leadership style found to be higher than transactional leadership style.

The result of the study come with line the results of the study carried by (Alnaqbi, 2011) on effective of leadership styles and employees job satisfaction- turnover intention within six public organizations in UAE. In both studies, the relationship between leadership

styles and employees job satisfaction- turnover intention was proved to be significant correlation.

5.2 Recommendations

As it approved in this study that, leadership styles impact the employees' job satisfaction and turnover intention of FEWA employees. Below are some recommendations for FEWA top management and HR manager it could be help to reduce the current issues if it studies well and implement.

- From the results of this research, it is clear that the UAE public organization specifically in this case FEWA need to focus more in the leadership styles that implantation in the organization as it found that leadership styles affect employees from different aspects. As, (Bass,1985) and (Vroom and Jago,1988) pointed out that leader behavior influence subordinate satisfaction profoundly and consistently. Executive leaders and managers had to shift their focus from mainly concentrating on the traditional and autocratic style of leadership to new international leadership practices (transformational- transactional) leadership styles (Bass et al., 2003). And this introducing can be supported by using two different approaches which been successes in service public agency of Abu Dubai. One approach is to recruit brand name leaders with extensive previous experience in large organizations change management (Abdalla and Pinnington, 2011). The second track is to concentrate and emphasize in leadership training for all employees and managers which will help to an easy transferring to the new leadership styles and at the same time to will help to reduce the employee's conflicts about the new leader's styles. Furthermore, transformational leadership styles are new for the UAE culture but on the other hand, it look to be the more capable styles which will help to solving the employee satisfaction problem, retention and performance that start to be challengeable things that the organizations and managers must take it in account.

- As it reported in the findings in this study it can be argued that managers in FEWA need to understand the significant relation between job satisfaction and transformational and transactional leadership styles. (Hukpati,2009) said that the leadership has steady and immense impact on job satisfaction of employees on organization. Applying the new leadership styles will help to support the employee's job satisfaction, and this will lead to increase the level of happy and satisfy employees in the organization. FEWA currently used vertical organizational structure type and this type of structure support autocratic leadership style and employees working in such structure characterized by low level of job satisfaction due to poor chance of promotion (Abdalla and Pinnington, 2011). Furthermore, the decision making become more centralization than decentralization which reduces the chance of the employee to participate in decision making and as a result the job satisfaction level drop too. So, applying a horizontal structure will help to enhance the level of job satisfaction and at the same time to will support applying the new leadership styles.
- Managers need to put their efforts to eliminate and minimize any source and causes of employee's job dis-satisfaction on the organization. As it approved in the literature, that the important of job satisfaction is usually linked to work performance and organization productivity as well as it can be linked to others important work related attitudes such as absenteeism, turnover and employee productivity (Zhang,Yao and Cheong, 2010). FEWA Managers need to understand the significant job satisfaction factors and how it influencing employees' performance. Asking and answering the following question: what is the satisfaction factors most effect our employee work outcomes and this question must to be ask continuously. Especially, when the organization is undergoing changes such as restructuring and reset new HR policies and practices.
- Furthermore, keeping employees happy and satisfied with their jobs is not an easy job, but it is not possible (Suliman, 2005). Managers need to understand the

employee outcomes are likely to be affected with perception of the employees their pay, co-workers relations, promotion, supervisor style and job. The results of these perceptions are affected by factors not under the employee's control, but they are under the organizational control. So, the managers need to talk with their employees to have an out of box views to find out what managers can do to improve employees' satisfaction.

- Supervisory style in this study found to rank as the highest job satisfaction factors that highly correlated with transformational styles. The quality of the relationship between supervisor and subordinates play a significant role to increase the positive influence the employee's job satisfaction (Bull, 2005). So, a good relationship between managers and employees will help to enhance the level of employees satisfaction. Managers need to examine the employee job satisfaction relation from employees' view and not to depend only on their own observation. Several ways can be used such as frequent meeting between managers and employees, surveys and adopting an 'open-door' policy. This will help to reduce the gap between manager and subordinates, this will keep manager understand the factors lead to more productive employees.
- Organizational managers need to look to the factors that impact employees retention in FEWA, and the key among them is the leadership style of top managers. The currently rate employee turnover in the UAE is high and expensive. The HR department role is to satisfy the employees' needs through rewards systems, provision of training, equality of benefits and treatment which will foster employee commitment and reduce employee turnover. As it found in this study that there is a significant correlation between a turnover intention and a leadership style. Moreover, when the leadership shows a positive attitude the chances of voluntary turnover tend to decrease (Alnaqbi, 2011). Furthermore, high level of turnover it could indicate a lack of motivation; supervisor practices are poor and poor of recruitment policies. Also, pay is playing a major role to stay

or leave the organization. All these organizational factors contribute to high level of turnover in the organization (Ongori, 2007).

So, by apply leadership styles (transformational- transactional) will help to encourage the decentralization, employee evaluation and appraisal systems implementation equality and providing a sufficient employee rewards, benefits and structures for organization.

5.3. Recommendations for Future Research

While studying the correlations of the leadership styles and it effectiveness in employees' job satisfaction and turnover intention of Federal electricity and Water Authority- (FEWA). This research paper do not study the relationship of these three globe variables through demographic variables such as UAE nationals compared to non-UAE nationals or the relation between gender and job satisfaction level and turnover. So, more research in the future can help to understand the correlation between leadership styles and job satisfaction-turnover through study the demographic.

To enhance the study, future studies should obtain a sample from more UAE public organizations. Also, researchers should obtain a high response rate in order to ensure the accuracy of the study findings. Future studies can also study the relationship between transformational-transactional leadership styles and other organizational aspect such as structure and culture.

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Appendix 1

| QUESTIONNAIRE | استبيان |
|---|---|
| <p>Dear Sir/ Madam,</p> <p>This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.</p> <p>The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>The researcher assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes only.</p> <p>The questionnaire comprises four parts:</p> <ol style="list-style-type: none">1. General information2. Leadership Styles3. Job Satisfaction4. Turnover Intention | <p>سيدي/سيدتي</p> <p>إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.</p> <p>يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.</p> <p>يتكون الاستبيان من أربعة أقسام:</p> <ol style="list-style-type: none">1. معلومات عامة2. أساليب القيادة3. الرضا الوظيفي4. النية لترك العمل |

| | |
|--|--|
| <p>Thank you</p> <p>Researcher: Badria Al Hammadi</p> <p><u>Important Notice: Please don't write you name on the questionnaire</u></p> | <p>مع الشكر</p> <p>الباحثة : بدرية الحمادي</p> <p><u>ملاحظة هامة: الرجاء عدم كتابة الأسم على الاستبيان</u></p> |
|--|--|

| PART ONE: GENERAL INFORMATION <i>Please tick one box for each question:</i> | الجزء الأول : معلومات عامة الرجاء وضع علامة لكل سؤال: |
|--|--|
| <p>A. Sex</p> <p>(1) Male</p> <p>(2) Female</p> | <p>أ – الجنس:</p> <p>(1) ذكر</p> <p>(2) أنثى</p> |
| <p>B. Marital Status:</p> <p>(1) Married</p> <p>(2) Unmarried</p> | <p>ب- الحالة الاجتماعية</p> <p>(1) متزوج/متزوجة</p> <p>(2) غير متزوج/غير متزوجة</p> |
| <p>C. Education:</p> <p>(1) Less than high school</p> <p>(2) High school</p> <p>(3) College degree</p> <p>(4) Graduate degree</p> <p>(5) High Diploma</p> <p>(6) Masters or above</p> | <p>ج- المرحلة التعليمية:</p> <p>(1) أقل من الشهادة الثانوية</p> <p>(2) الشهادة الثانوية</p> <p>(3) خريج/خريجة كلية</p> <p>(4) متخرج/متخرجة</p> |

| | | | |
|--|-----|-----|---|
| | () | () | (5) الدبلوم العالي |
| | () | () | (6) الماجستير أو أعلى |
| D. Age: | | | د- العمر |
| (1) Less than 25 | | | (1) أقل من 25 عاماً |
| (2) 25 - 35 | () | () | (2) 35 - 25 |
| (3) 36 - 46 | () | () | (3) 46 - 36 |
| (4) 47 - 57 | () | () | (4) 57 - 47 |
| (5) 58 or above | () | () | (5) 58 وأكثر |
| E. No. of years worked in current organization: | | | هـ - عدد السنوات التي قضيتها في منطمتك الحالية |
| (1) One year or less | | | (1) سنة أو أقل |
| (2) 2 - 7 | () | () | (2) 7 - 2 |
| (3) 8 - 13 | () | () | (3) 13 - 8 |
| (4) 14 - 19 | () | () | (4) 19 - 14 |
| (5) 20 years or above | () | () | (5) 20 سنة أو أكثر |
| F. No. of years worked in the position or job: | | | و - عدد سنوات الخدمة في نفس الوظيفة أو العمل: |
| (1) One year or less | | | (1) سنة أو أقل |
| (2) 2 - 7 | () | () | (2) 7 - 2 |
| (3) 8 - 13 | () | () | (3) 13 - 8 |
| (4) 14 - 19 | () | () | (4) 19 - 14 |
| (5) 20 years or above | () | () | (5) 20 سنة أو أكثر |

| | | | |
|------------------------|-----|-----|--|
| | () | () | |
| G. Job Status: | | | ز – المستوى الوظيفي: |
| (1) First level | () | () | (1) ادارة عليا. |
| (2) Middle level | () | () | (2) ادارة وسطى. |
| (3) Lower level | () | () | (3) ادارة دنيا. |
| H. Nationality: | | | ح – الجنسية |
| (1) UAE National | () | () | (1) مواطني دولة الإمارات العربية المتحدة |
| (2) Non UAE National | () | () | (2) غير مواطني دولة الإمارات العربية المتحدة |

This part measures your *manager leadership styles*. Please tick one box for each question which best describes your opinion

يقيس هذا الجزء أساليب القيادة الخاصة بمديرك و رئيسك المباشر. يرجى وضع علامة في مربع واحد عن كل سؤال الذي يقدم أفضل وصف لرأيك

| Part 2: Leadership Styles | | الجزء الثاني: أسلوب القيادة | Strangely Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|------------------------------|---|---|-----------------|-------|----------------------------|-----------|-------------------|
| | | | أوافق بشدة | موافق | لا راضي ولا غير راضي | غير موافق | غير موافق بشدة |
| 1 | My manager/supervisor makes me feel good to be around him/her. | مديري / المشرف علي يجعلني أشعر بأرتياح عندما يكون بجانبني | | | | | |
| 2 | My manager/supervisor expresses with a few simple words what I should do. | مديري / المشرف علي يشرح بكلمات بسيطة ما ينبغي علي القيام به. | | | | | |
| 3 | My manager/supervisor enables me to think about old problems in new ways | مديري / المشرف علي يسمح لي بالتفكير في المشكلات القديمة بأساليب جديدة | | | | | |
| 4 | My manager/supervisor helps me to develop myself. | مديري / المشرف علي يساعدني علي تطوير نفسي. | | | | | |
| 5 | My manager/supervisor tells me what to do if I want to be rewarded for my work. | مديري / المشرف علي يشرح لي ما يجب القيام به إذا كنت أريد أحصل علي مكافأة في عملي. | | | | | |
| 6 | My manager/supervisor feel satisfied when I meet agreed-upon | مديري / المشرف علي يشعر بالارتياح عندما استوفي المعايير المتفق عليها. | | | | | |

| | | | | | | | |
|----|---|--|--|--|--|--|--|
| | standards. | | | | | | |
| 7 | I have complete faith in my manager/supervisor. | أنا عندي ثقة تامة بمديري | | | | | |
| 8 | My manager/supervisor provides me appealing images about what I can do. | مديري / المشرف على يوفر لي صورة جذابة لما يمكنني القيام به. | | | | | |
| 9 | My manager/supervisor provides me with new ways of looking at puzzling things. | مديري / المشرف على يوفر لي وسائل و طرق جديدة للنظر إلى الأمور المحيرة في العمل . | | | | | |
| 10 | My manager/supervisor lets me to know how he/she think about how I do the work. | مديري / المشرف على يتيح لي معرفة اعتقاده عن طريقة عملي | | | | | |
| 11 | My manager/supervisor provides me recognition/rewards when I reach my goals. | مديري / المشرف على يقوم بمكافأتي عندما أصل الي أهدافي في العمل. | | | | | |
| 12 | As long as things are working, My manager/supervisor dose not tries to change anything. | طالما أن الأمور تسير بسلاسة فإن مديري لا يحاول تغيير أي شيء في العمل. | | | | | |
| 13 | I feel proud to be associated with my manager/supervisor. | أشعر بالفخر كوني أعمل مع مديري الحالي | | | | | |
| 14 | My manager/supervisor helps me to find | مديري / المشرف على يساعدني على إيجاد معنى لما أقوم | | | | | |

| | | | | | | | |
|----|--|---|--|--|--|--|--|
| | meaning in my work | به من عمل | | | | | |
| 15 | My manager/supervisor encourage me to rethink ideas that they had never questioned before. | مديري / المشرف على يشجعني على التفكير بطريقة مبتكرة . | | | | | |
| 16 | My manager/supervisor gives personal attention to employee who seems rejected. | مديري / المشرف على يعطي اهتمام شخصي للموظف الذين يبدو أنه مرفوض و مهمل من قبل الموظفين. | | | | | |
| 17 | My manager/supervisor call attention to what I can get for what I accomplish. | مديري / المشرف على يلفت انتباهني إلى ما يمكن أن أحصل عليه عند انجاز الاعمال الموكلة لي. | | | | | |
| 18 | My manager/supervisor tells me the standards that I have to know to carry out the work | مديري يطلعني علي المعايير التي يجب أن أعرفها لتنفيذ و أنجاز العمل. | | | | | |

This part measures your *job satisfaction level*. Please tick one box for each question which best describes your opinion

يقيس هذا الجزء مستوي الرضا الوظيفي. يرجى وضع علامة في مربع واحد عن كل سؤال الذي يقدم أفضل وصف رأيك

| Part 3: Job Satisfaction | | الجزء الثالث: الرضا الوظيفي | Strangely Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|-----------------------------|--|---|-----------------|-------|----------------------------|-----------|-------------------|
| | | | أوافق بشدة | موافق | لا راضي و لا غير راضي | غير موافق | غير موافق بشدة |
| 1 | I feel that I am being paid a fair amount for the work I do | اشعر أنني أتقاضى أجرا عادلاً لما أقوم به من عمل | | | | | |
| 2 | I feel satisfy with the non-pay benefits I received (e.g. tickets, tuition fees for children etc.) | اشعر بالرضا عن الامتيازات الأخرى غير الراتب مثل (تذاكر السفر و تعليم الأبناء و غيرها) | | | | | |
| 3 | I am un-appreciated by the organization when I think about what they pay me | عندما أفكر فيما أتقاضاه أشعر بأن المؤسسة التي أعمل بها لا تقدر مجهودي | | | | | |
| 4 | I feel satisfied with my chance for salary increases | اشعر بالرضا عن احتمالات زيادة راتبي | | | | | |
| 5 | There are few rewards for these who working here | هناك عدد قليل من المكافآت لمن يعمل هنا | | | | | |
| 6 | The chance to get promotion on my job is high | فرص الترقية في وظيفتي عالية | | | | | |

| | | | | | | | |
|----|---|---|--|--|--|--|--|
| 7 | Equality of opportunities between colleagues at work to upgrades | هناك تكافؤ للفرص بين الزملاء للترقية في العمل | | | | | |
| 8 | Those who perform well on the job stand get a fair chance of being promoted | من يؤدي عمله بصورة جيدة يحظى بفرصة عادلة للتقدم | | | | | |
| 9 | I get continuous support and guidance from my direct manager/supervisor regarding my skills development | أحصل على الدعم و الإرشاد من المسئول المباشر بخصوص تحسين مهارتي باستمرار | | | | | |
| 10 | My Supervisor always acknowledges my performance and achievement | يشيد مديري المباشر بأدائي و انجازاتي | | | | | |
| 11 | My direct manager/supervisor provides a positive work environment | يحرص المسئول المباشر علي توفير جو ايجابي في العمل | | | | | |
| 12 | I like my supervisor | احب مشرفي في العمل | | | | | |
| 13 | There is a spirit of teamwork and cooperation among my co-workers | نعلم كفريق عمل واحد يمتاز بروح المجموعة و نتعاون كزملاء مع بعضنا البعض | | | | | |

| | | | | | | | |
|----|--|--|--|--|--|--|--|
| 14 | There are positive social relation and activities among the employees | تسود العلاقة الإنسانية و النشاطات الاجتماعية بين الموظفين | | | | | |
| 15 | There is respect between employees | تسود علاقة من الاحترام بين الموظفين | | | | | |
| 16 | I like the people I work with | أحب زملائي في العمل | | | | | |
| 17 | I take pride in being an employee of this organization | أشعر بالفخر لأنني أعمل في هذه المؤسسة | | | | | |
| 18 | I enjoy my job and I feel satisfied about my achievement and improvement of the organization | استمتع بالقيام بعلمي و أشعر بالرضا بانني أساهم في الأناجاز و الأرتقاء بالمؤسسة | | | | | |
| 19 | I like doing the things I do at work | احب ما أقوم به من عمل | | | | | |
| 20 | I feel sometime that my job is meaningless | أشعر أحيانا بأن عملي لا معني له | | | | | |

This part measures your *intentions to leave your organization*. Please tick one box for each question which best describes your opinion

يقيس هذا الجزء نيتك لترك عملك الحالي. يرجى وضع علامة في مربع واحد عن كل سؤال الذي يقدم أفضل وصف للرأيك

| Part 4: | | الجزء الرابع: | Strangely Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|---------------------------------------|--|---|-----------------|-------|----------------------------|-----------|-------------------|
| Intentions to leave your organization | | النية لترك العمل | أوافق بشدة | موافق | لا راضي و لا غير راضي | غير موافق | غير موافق بشدة |
| 1 | I think a lot about leaving the organization | افكر كثير حول ترك المؤسسة التي أعمل بها | | | | | |
| 2 | I am actively searching for an alternative to the organization | أنا في البحث مستمر عن بديل للمؤسسة التي أعمل بها | | | | | |
| 3 | As soon as it is possible, I will leave the organization | في أقرب فرصة ممكن أفكر في ترك المؤسسة التي أعمل بها | | | | | |
| 4 | I feel it is the right time to move to another organization | أشعر أنه هذا هو الوقت المناسب للانتقال إلى مؤسسة أخرى | | | | | |
| 5 | I wish to spend the rest of my life in this organization | أود أن أقضي بقية حياتي في هذه المؤسسة | | | | | |
| 6 | I think that staying in this organization is good for me | أعتقد أن البقاء في هذه المؤسسة أمر جيد بالنسبة لي | | | | | |

Appendix 2

Correlations

| | | Global. Leadership | Transformational | Transactional | Job. Factors | Turnover. Intention | Pay. Factors | Promotion. Factors | Supervisor. factors | Coworker. Factors |
|------------------------|--|---------------------------|---------------------------|---------------------------|--------------------------|------------------------|-----------------|-----------------------|------------------------|----------------------|
| Global. Leadership | Pearson Correlation Sig. (2- tailed) N | 1 105 | | | | | | | | |
| Transformational | Pearson Correlation Sig. (2- tailed) N | .988** .000 105 | 1 106 | | | | | | | |
| Transactional | Pearson Correlation Sig. (2- tailed) N | .947** .000 105 | .886** .000 105 | 1 105 | | | | | | |
| Job. Factors | Pearson Correlation Sig. (2- tailed) N | .399** .000 105 | .393** .000 106 | .361** .000 105 | 1 106 | | | | | |
| Turnover. Intention | Pearson Correlation Sig. (2- tailed) N | -.177 .070 105 | -.168 .085 106 | -.157 .111 105 | -.170 .082 106 | 1 106 | | | | |
| pay. Factors | Pearson Correlation | .335** | .315** | .346** | .089 | .021 | 1 | | | |

| | | | | | | | | | | |
|----------------------|---------------------|--------|--------|--------|--------|-------|--------|--------|--------|-----|
| | Sig. (2-tailed) | .000 | .001 | .000 | .367 | .827 | | | | |
| | N | 105 | 106 | 105 | 106 | 106 | 106 | | | |
| Promotion. Factors | Pearson Correlation | .439** | .433** | .425** | .282** | .082 | .317** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .003 | .403 | .001 | | | |
| | N | 105 | 106 | 105 | 106 | 106 | 106 | 106 | | |
| Supervisory. factors | Pearson Correlation | .825** | .841** | .727** | .355** | -.162 | .327** | .374** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .097 | .001 | .000 | | |
| | N | 105 | 106 | 105 | 106 | 106 | 106 | 106 | 106 | |
| Coworker. Factors | Pearson Correlation | .324** | .313** | .324** | .321** | -.138 | .199* | .088 | .333** | 1 |
| | Sig. (2-tailed) | .001 | .001 | .001 | .001 | .159 | .041 | .369 | .000 | |
| | N | 105 | 106 | 105 | 106 | 106 | 106 | 106 | 106 | 106 |

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

* . Correlation is significant at the 0.05 level (2-tailed).

