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**The American University in Cairo**

**School of Global Affairs and Public Policy**

**LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEES'  
JOB SATISFACTION AND INTENTION TO QUIT IN NOT- FOR-  
PROFIT ORGANIZATIONS IN EGYPT**

**A Thesis Submitted to the**

**Public Policy and Administration Department**

**in partial fulfillment of the requirements for  
the degree of Master of Public Administration**

**By**

**AMIRA SAMIR MOHAMED KAMEL**

**Fall 2016**

## **DEDICATION**

I dedicated this thesis to my beloved father who always supported and encouraged me. He was and will always be my source of incentive and stimulus.

Secondly, I would like to express my gratefulness to my mother for her endless encouragement, love and help. Without her, I couldn't have had the power or self-assurance to stand here.

My thanks also go to my gorgeous husband for his exceptional help and love. His constant encouragement and embracement always makes me improved.

I also owe much appreciativeness to the soul of my father-in-law who never failed to back me whenever I asked. His presence in my life was a true blessing.

I am thankful for my sons for their tolerance towards my annoyance during the hard times and patient when I was not able to give them more care.

Last but not least, I want to thank my brother and sister who were always available for support.

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## Table of Contents

Chapter 1:	1.1 Introduction .....	1
	1.2 Statement of Problem & Research Questions .....	4
	1.2.1 Main research question .....	5
	1.2.2 Research sub-questions .....	6
Chapter 2:	2.1 Conceptual Framework .....	7
	2.2 Conceptual Model.....	7
	2.3 Brief on the two organizations the subject of the study.....	10
	2.3.1 1 <sup>st</sup> Organization.....	10
	2.3.2 2 <sup>nd</sup> Organization .....	11
Chapter 3:	Literature Review .....	13
	3.1 Leadership Theories .....	13
	3.2 Leadership Styles .....	17
	3.2.1 Transactional leadership .....	17
	3.2.2 Authoritative leadership.....	18
	3.2.3 Participative Leadership.....	19
	3.2.4 Transformational Leadership .....	19
	3.3 Job Satisfaction .....	22
	3.3.1 Nine Job Facets .....	23
	3.4 Intention to quit.....	25
<b>Chapter 4:</b>	Research Methodology.....	27
	4.1 Study design.....	27
	4.2 Population and sample .....	27
	4.3 Survey instruments and procedures .....	27
	4.4 Research Instruments .....	28
	4.4.1 Demographic Data .....	28

4.4.2 Measurement of Leadership Styles: .....	28
4.4.3 Measuring Employees job satisfaction.....	28
4.4.4 Measurement of Turnover Intention .....	30
4.5 Data Collection.....	30
4.6 Using Quantitative Methods .....	31
4.7 Using Qualitative Method .....	32
4.8 Institutional Research Board (IRB) approval.....	32
4.9 Assumptions and Limitations.....	32
<b>Chapter 5:</b> Data Analysis .....	34
5.1 Description Statistics of Respondent Demographics .....	34
5.1.1 Age Range .....	34
5.1.2 Type of Employment.....	35
5.1.3 Years of Experience .....	36
5.2 Statistical Description for Job satisfaction data analysis .....	37
5.3 Analyzing Employees intention to quit data .....	40
<b>Chapter 6:</b> Findings Conclusions Discussions and Recommendations .....	60
6.1 Finding .....	60
6.2 Discussion .....	61
6.3 Conclusion.....	62
6.4 Recommendations .....	62
<b>References</b> .....	66

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**LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEES' JOB  
SATISFACTION AND TURNOVER INTENTION**

**AMIRA SAMIR MOHAMED KAMEL**

**Supervised by Professor Shahjahan H. Bhuiyan**

**ABSTRACT**

The aim of the research is to test the impact of the leadership styles in the not for-profit organizations and its relevance to the employees' job satisfaction and their intention to quit.

This study is to investigate two different leadership styles; transformational and transactional leadership style, whether or not a correlation between them exists and the employees' job satisfaction and consequently if this lead them to have the intention to quit from their organization. A comparative survey was done between two Not- for-profit organizations. The population for this survey is 48 questionnaires distributed to the two organizations (36) in the first organization and (12) for the second organization. Employees of different hierarchal levels, different age and level of responsibility were asked to fill in the survey. The data were examined by SPSS, a statistical analysis package. The findings of the study show that there was insignificance relationship between the intention to quit and transformational and transactional leadership styles. In addition, the study also found an insignificant relationship between the intention to quit and the employees' job satisfactions. One of the key recommendations of the study is that the head of an organization should take care of the employees' awareness to the types of leadership in order to increase their health of their employment in the organization. They have to look to the other factors that retain employees in their organizations in Egypt rather than the leadership styles of leaders managing them. This can reduce the employees in their organizations that have the intention to quit.

**Key words:** employee's job satisfaction, leadership styles, transactional, transformational, intention to quit, not for profit organization.

## Chapter 1: INTRODUCTION

### 1.1 Introduction

Leadership is a skill that plays a vital role within organizations; even though it is still debated which style is the most effective. McGregor (1975) said, we still know very little about leadership, but the most suitable definition is that it is the act that influences others towards a shared goal; (McGregor, 1975 cited in Lester 1975) and this, above all, does not fail to distinguish the successful stories in today's dynamic business environment. Studies show that scholars have been arguing through the years whether leadership is an in-born skill or it can be acquired and developed by individuals; however, the majority is aware of its significance.

Mott (1975) claimed that leadership as a skill can be distinguished through the different styles people partake when they dispose themselves in situations; in other words, it can be defined through its types. In the article "Leadership-styles: a key to effectiveness," Mott proposed three basic types: the democratic, the multi-factor, and the situational. (Mott, 1975 cited in Lester, 1975). While in 1978, MacGregor introduced his leadership theory mirroring his views on political leaders, where he explained what he called *transformational leadership*.

MacGregor (1978), argued that people who possess the skill exhibit behaviors and attitudes that motivate both the followers and the leaders to achieve their goals in a shared sense, whereas he managed to distinguish transformational leadership from typical management. He explained that leadership is supposed to transform people's attitudes toward work-related tasks; it is supposed to create a significant change in the lives of the followers. (Burns, 1978) He also compared it with another type of leadership, marking that when leadership takes a transactional sense, then the focus here is on the traits and qualities of the leader as a role model and how he/she articulates his/her vision, and not the type that builds a "give and take" relationship. In both cases, Burns acknowledges the role of leadership as success factor within organizations despite its different



styles. (Burns, 1978) Leadership has long been a topic of interest to business leaders and even people un-related to business, and the literature is condensed with information about its importance, types, applications, and criticism; but nothing was of grave importance as its definition. Defining leadership as a skill can be assumed through the combination of a number of traits that an individual possess and that enables him/her to influence others toward a certain goal in a way that other people cannot. The traits can be summarized under honesty, influence, flexibility, creativity, and confidence. Many organizational behaviors and interventions were built on this supposition such as employee satisfaction, performance, and reward. This is why leadership is a starter topic to the rest of the organization development focus.

Studies did not stop there, but they enriched the argument with more factors that determine if the leader will be successful or not, even if he/she possesses those traits, depending on the style they use to reveal those traits to others. In other words, not all leaders can successfully influence people unless they know how to do it *right*. This is why the door was opened and researches flooded with what is called the “styles of leadership”.

Lewin, Lippit and White (1939) summarized those into three major types: autocratic, democratic, and laissez-faire. (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). The same group conducted a research on each type in relation to job performance of the followers. In 1982, Warrick in his book about “*Leadership styles and their consequences*”, argues that the style of the leader influences the satisfaction and performance by affecting the followers’ self-image and potential. (Warrick, 1987).

Another group of researchers in the University of Michigan proposed another two styles: production-centered and employee-centered. Employee-centered leaders spent more time on ensuring the employees were supported to perform the tasks correctly through corrective feedback and supervision, while productive-centered leaders focused more on the tasks’ achievement alone.

A recent study in 2012 summarized the differences between all the types of leadership, naming five major ones which all others fall under: Bureaucratic, Charismatic, Autocratic, Democratic, and Laissez-faire leaders; naming that democratic leaders are seen to be the most effective at work since they create a milieu of creativity and enthusiasm (proposed by Ojokuku, Odetayo and Sajuyigbe (2012). Warrick (1987), conducted a comparison between those types and their effect on the followers. He explained that laissez faire leaders, for example, do not emphasize on the performance of the employees nor on the task being done and thus followers accumulate a negative attitude toward work and tend to be lazy, directed, and dependent. However a democratic leader is rather keen on developing and motivating the employee through lowering the centralization process of the decision making and applying decentralization on them by having them involved in taking some minor decisions.

Warrick develops his findings based on the general management skills as communication, decision-making, appraisal, and approach to handling conflicts; power and authority, and the general philosophy about leadership, (Warrick, 1987).

A more detailed definition of leadership was well-performed in the study by Turner and Muller in 2005. They recognized leadership skills based on *six theories* which explain how each style of leadership performs and then they linked them to the organizational management.

The six theories of leadership are: trait, behavioral, emotional intelligence, contingency, visionary, and competency. For example, Turner and Muller in 2005 theorized that leaders 1st organization possess a higher rate of emotional intelligence exhibit an influencing and stimulating effect that is seen more in charismatic and democratic leaders. (Jiang, 2014)

A study supported the important role a leader plays within an organization said that leadership styles affect communication between employees which may hamper or support it. According to Bass, (1996) added that autocratic leaders, for example, undermines the communication since they

disregard their subordinates' opinion in the first place, which may lead to demotivation and detachment. While on the other hand, leaders who assume to raise the consciousness about goal and values of the followers act as transformational leaders. Another study on Tamil Nadu, India, showed that transformational leadership highly correlates with organizational effectiveness. (Rukmani, Ramesh, & Jayakrishnan, 2010)

### ***1.2 Statement of the Problem & Research Questions:***

Q1. Are leadership styles of managers in Not- for- profit organization significantly related to employees' job satisfaction and their intention to quit in the studied organizations?

Does this dissatisfaction, if any, infer employees to have the intention to quit? The study focuses on the correlation between the leadership styles and how it influences employees' job satisfaction and thus creates his/her intention to quit. It is a fact that if an employee is not satisfied by the way of his/her leader's style of doing things he/she will be dissatisfied with the job which leads to employees' intention to quit then the turning over action itself as a reaction for their intention. This study deals with the different leadership styles and how they are defending according to historical data- driven leadership theories.

The core theme within this framework addresses the body of knowledge around the relationship between the attitude of the leader according to his/her style and its impact on his/her subordinate job satisfaction leading to his/her subordinates intention to quit passing through different factors that can affect employees intentions and decisions.

My study further focuses on, whether or not the employees' job satisfaction or dissatisfaction is a result of the way the leaders manage his/her subordinates. The study correlates the level of employees' satisfaction to their intention to quit and whether or not related to their leader's leadership style.

The reason for studying this topic is that it might help in understanding the effectiveness of leaders' actions and leadership styles which as well affect their management style on the employees dedication and loyalty

and the different motives that affect paid and volunteer workers, knowing that analyzing the problem and its reasons might help in solving it. In addition to that knowing the reasons of employees' dissatisfaction may decrease their intention to quit. Moreover, decreasing intention to quit may lead to rationalize and decreasing turning over costs and as well new recruited employees.

### ***1.3 Main Research Question:***

In order to search for a solution of employees' intention to quit for the organizations the research has to look for many factors. One of these factors that must be studied is the leadership styles, this will be studied as an important factor which may affect the employees' intention to quit. In addition to that, the employees' job satisfaction may be another factor that has to be studied to search for a co-o relation between it and the employees' intention to quit.

Due to a gap in the researches of scholars for studying the employees' intention to quit and the factors led the employees in the Not- for- profit organizations to have low level of satisfaction and to have the intention to quit. The researcher decided to choose these two variables, job satisfaction and intention to quit, examining the co-o relation between them and the leadership styles of leaders in the organizations.

In addition to that, we need to find the major effect of the Leadership styles on the employees' job satisfaction. We need to detect whether there are some impact on the employees' job satisfaction due to their problems with the leadership style of their bosses or there are another factors that affect their level of job satisfaction. This has been examined as well on the employees' intention to quit. Whether or not the employees, 1<sup>st</sup> organization is not satisfied by their jobs, have the intention to quit or there are other factors that have to be determined.

Q1. What is the relationship between the overall job satisfaction and leadership styles and if these factors affect the employees' intention to quit or not?

#### ***1.4 Research sub-questions:***

- Q1. Does transformational leadership style significantly relate to the employees' job satisfaction in the studied organizations?
- Q2. Does transformational leadership style significantly relate to the employees' intention to quit in the studied organizations?
- Q3. Does transactional leadership style significantly related to the employees' job satisfaction in the studied organizations?
- Q4. Does transactional leadership style significantly related to the employees' intention to quit in the studied organizations?

## **Chapter 2: CONCEPTUAL FRAMEWORK**

### **2.1 Conceptual Framework**

This chapter discusses the conceptual framework of the study that focuses on conceptualizing the main concepts of leadership styles, job satisfaction and turnover intention. The main purpose of the conceptual framework is to enhance our consideration of the notion of leadership styles and its differences with its impact on the job satisfaction according to its nine facets by a final conclusion whether it forces the employee to have intention to quit or not.

It is essential to emphasize the meaning of leadership and its different styles and to specify which styles of them affects the job satisfaction and whether there is a relation between the job satisfaction and the turnover intention or not. Knowing the concept of the job satisfaction is also a great stepping-stone in understanding the correlation between the leadership styles and the intention to quit. Followed by the detailed illustration of the different styles of leadership that might be used in a non profit organization.

In which it can be easy to grasp the concept and correlation between the leadership styles and the overall job satisfaction. Later in the following chapters, transformational and the transactional leadership styles will be studied separately, followed by the concepts defining transformational and transactional leadership styles.

This part of the conceptual framework contains a conceptual model to illustrate the different facets of job satisfaction that have influenced on the overall satisfaction and how the overall job satisfaction – intention to quit correlation is shown.

### **2.2 Conceptual Model**

The following model shows the different facets of the job satisfaction which include both the intrinsic and extrinsic factors which are stated as follows: pay, promotion, contingent rewards, fringe benefits,

communication, nature of the job, coworkers, supervision, operating procedures. With a stress on supervision facet that the leadership styles go under its umbrella and to prove that the supervision facet of job satisfaction can be one of the factors that affects the overall job satisfaction.

In this research , we will study the supervision facet in details, one of the 9 facets of employees' job satisfaction. Knowing that our focus in this research is to examine all the 9 facets of the job satisfaction for the current employees in the non for profit organizations. Referring to our main topic that we are studying, leadership styles so we have chosen to focus our examination mainly on the supervision facet, in which it is reflecting the leadership variable and measure the employees' perception towards their leaders. How they can see their leadership style of their leaders. By examining two kinds of leadership which are transactional & transformational leadership styles. Each one of these leadership styles has their features and behaviours that exists in the leaders' attitudes that can illustrate its type.

By examining and asking some questions related to the famous behaviour of each leadership style, we can conclude that the employee, respondent can see his/her leader as either transformational or transactional leader. If we observe by the end of the questionnaire in the part of questions that is related to the intention to quit that the respondent is having the intention to quit by the scale used in the questions from 1 to 5 scale, we can consider a relation between the two leadership styles and the employees' intention to quit.

Similarly to the job satisfaction that was illustrated previously if we can observe the type of the leadership style of the respondent's leader, then we can conclude a correlation between the respondents' job satisfaction and the employees intention to quit.

Then, the research can conclude that there are several correlations which will be as follows; correlation between transformational leadership and overall job satisfaction, correlation between transactional leadership and

overall job satisfaction, transformation leadership and intention to quit, transformational leadership and intention to quit; overall job satisfaction and intention to quit.

Moreover that we are going to discuss this in two different Not – for - profit organizations, so this will be examined in the two separate organizations keeping in consideration their differences whether they are big institution, small in size, their activities , their interests, the employees’ culture and their back ground, also the type of employment they are applying the organization through.

Figure (1) Job Satisfaction, leadership styles & Intention to quit Conceptual Model





## ***2. 3. A Brief on the two organizations subject of the study***

### **2.3.1 The First Organization:**

Structure: people and offices

The first organization is an international not- for- profit organization that focuses on health care all over the world. It's an organization that is supervised by the United Nations with an office in Egypt with almost 20 as staff and technical support employees and others working on a casual basis for the field work. It has more than 7000 people from more than 150 countries work for the Organization in over 150 country offices, 6 regional offices, at the Global Service Centre included Egypt's office.

Scope of activities

Non communicable disease including stroke, heart disease, diabetes and chronic lung disease, mental health conditions along with violence and injuries

Promoting health through the life- course

Stimulating decent health to people and takes into account the essential to address environment risks and social causes of health, as well as gender, justice and human rights.

Working with countries to rise and tolerate access to prevention, cure and care for HIV, malaria, tuberculosis and ignored tropical disease and to reduce vaccine- avoidable diseases.

Supporting countries during emergencies through operational role includes handling the health response in countries' support by setting strategies and providing technical guidance and protocols as well as managing the health situations

### 2.3.2 Second Organization

Second Organization seeks to secure all rehabilitation services for people with special needs and collective of different aspects in order to significantly alter the level of services and programs provided especially for them; also looked at all of its branches to use the best and latest diagnostic and rehabilitative and educational methods and keep up with the latest global developments in the field of rehabilitating people with special needs

The center provides initial evaluation of all cases the service free of charge at the hands of specialists and consultants in rehabilitation programs for people with special needs develop, it also offers the qualifying sessions for people with special needs s in all its branches and is free of charges for those unable ones.

#### Areas of Interest

- Mental delay "Simple - medium - severe -
- Slow and learning difficulties -
- Psychological rehabilitation and behavioral
- Auditory rehabilitation Cochlear Implants and Hearing Impaired
- Rehabilitation of people with motor disabilities
- Rehabilitation of people with autism

The center also offers many different skills development sessions for children with special needs, including "life skills development, cognitive skills, the skills of self care, mental and cognitive skills

The second organization the subject of the study is supervised and monitored by The Ministry of Social Solidarity of Egypt.

The center supports the poorest particularly doing surgery, providing drugs ,monthly health insurance, financial assistance, processing brides, to ensure that students are able to pay their educational tuition, orphans' support, debt payment and build homes.

Help needy families with the support of NGOs working in the charity work mainly on families of Upper Egypt and remote governorates where there is a greater percentage of families living below the poverty line.

## Chapter 3: Literature Review

### 3.1 Leadership Theories

Leadership theory has been subjected to great debates, especially in public management, since it is a detrimental aspect of the work of any organization. Leadership theory has been through number of cyclical debates on the true nature of leadership and by consequence “effective leadership”. In a report by the Center for Leadership Studies in the University of Exeter, the authors summarize the main ‘schools of thoughts’ in leadership theory and their evolution from the “Great Man Theory’ to the ‘Transformational Theory’.

Table no (1) Leadership Theories

Great Man Theories	This theory is based on that the leaders are natural has intrinsic abilities that assist them to lead. The name Great man extracted from the idea that the leaders in the late era of the twentieth that all leaders were males, military and western.
Trait Theories	The number of traits or talents linked with leadership exist in richness. They attract on almost all the adjectives in the dictionary which define some encouraging or good human characteristic, from motivation to passion for life
Behaviorist Theories	These focus on what leaders really do to a certain degree than on their abilities. Different designs of manners are observed and classified as 'leadership styles'. This area has possibly appealed most attention from performing managers
Situational Leadership	This theory shows leadership as to the position in which it is being used. Some situations need a participative leadership while others request an autocratic style in taking a certain decision

Contingency Theory	This theory put the attentions to identify the situational variables which best predict the most suitable and effective leadership style to appropriate for the specific situation
Transactional Theory	This concept highlights the importance of the rapport between subordinate and the leader, concentrating on the common benefits resulting from a form of an “agreement” in which the leader provides such things as rewards or gratitude in return for the obligation or devotion of the subordinate
Transformational Theory	The main approach in this theory is the change and the role of leadership in visualizing and executing the transformation of the organizational enactment

Source: (Bolden, Gosling, Marturano, & Dennison, 2003). The Review of Leadership Theory and Competency Frameworks, Centre for Leadership Studies. p.6

The academic pool of writings on leadership is rich and stretches wide to touch other fields of study. Ideas put forward by Stogdill (1974), Blake and Mouton (1964), McGreor (1957), Bass (1985), Burns (1978) and others are far greater to include in the context of this review as they became part of essential textbook material in the fields of public administration and management (Denhardt, Denhardt & Aristigueta, 2009). Yet, in the context of this research, it is helpful to point out several literature that are of specific use of the topic of effectiveness of leadership styles. For example, according to Yukl (2002), leadership is defined as the procedure by which common purposes can be attained through smoothing individual and combined efforts, it’s can be defined also as a process of what and how tasks can be performed efficiently by motivating others. Since 1990, most of leadership studies has concentrated on the transactional and transformational leadership styles.

Amir Aghdaei, for example, presents the idea of “Shadow of a Leader” in which the behavior of the leader would lead employees to mirror it and follow it. Effective leadership, thus, becomes a matter of how well a leader can present a good model (Weiss, 2000). Hesselbein, Goldsmith & Somerville (2002), reflects this also in the study where they suggest that leaders should be a vivid example of work for their employees. On the other hand, Choen (2008) suggests that strategic planning is essential aspect of leadership, thus, arguing that the managerial environment is what distinguishes leaders. This is further stressed by Newcomb (2005) where he argues for the need of a “culture of accountability” in order to ensure effective leadership. In such a culture employees become accountable against their performance.

More related to the context of this research is a report on leadership published by the prominent American consultancy firm Hay Group titled "Lift of: Unleashing Performance in the Middle East," (2009) in which the report tackles the role leadership in unlocking performance within employees. The findings of the report are founded on pioneer research in the Middle East, it was based on surveying “nearly 500 leaders and over 2000 of their direct reports to establish not just how they lead but also the impact of their leadership on employees”. (Hay Group, 2009, p.3.)

(Hay Group, 2009,) study proposes that the most operational leaders practice a mixture of six styles of leadership. We can't say that there is a correct or wrong style of leadership, While the best style that is used in a certain situation is determined according the people, circumstances and people Most of leaders generating de-motivating environments that make use of one or two leadership styles only. On the other hand the leaders who used three or more leadership styles creating high performance level.

Table no (2) The report states six main leadership styles

Coercive style	Style that demands compliance. The leaders adopting this style usually believe that seeking input or contribution from their subordinates is not necessary.
Authoritative style	Leaders who follow this style inspire and are able to explain how employees' efforts involve achieving the "vision". They transfer people on the way to collective results through responsiveness and transparency.
Affiliative style	The leader produces sort of coordination that increases confidence and help in conflicts resolutions
Democratic style	The leader has the belief that the team is skilled enough in order to take decisions on topics that related to them. The leader thereby functions as a participant of the decision making team.
Pacesetting style	The leaders have a strong initiative to perform through their personal efforts. They have high personal criterions and too many initiatives. However, they can be intolerant and tend to lead only through example
Coaching style	The leaders listen a lot, and help their staff recognize their own strong points and weak ones. They inspire, delegate, and develop their followers' performance by constructing their follower's long life competences

Source: Hay Group, 2009 p. 9

The findings of this report are of special importance since it reflects on the results of the current research. The report observe that 70% of Middle East leaders count on a "coercive style", and it outlines that 62% of leaders in the Middle East create de-motivating environment, compared to

32% in the United States. It stresses the point that coercive style of leadership only has a 3.5% opportunity of initiating a high performance environment. On the other hand, generating a motivating environment in an organization can normally increase outcome performance by 30% (Hay Group, 2009, p.4)

The report concludes that leadership style is the biggest influencing factor on the work climate; however, it finds that 86% of leaders who create high performance climates actually use a mix of three or more leadership styles. It finds that two-thirds of leaders in the Middle East who manage to create high performance climates use the authoritative style.

Leadership is a term with a lot of meanings, and many people have tried to explain the approach (Stogdill, 1974). Although the concept has several diverse meanings, it signifies a worldwide phenomenon and no community is missing it (Bass, 1997)

Leadership is a major issue in managing an organization. It is different from management. It's how to manage by different ways and in unique methods. There was not much academic interest in the area of leadership approximately till 1930. Leadership is also required to ensure organization effectiveness by minimizing employee turning over within work groups. (Gil, Rico, Alcover, & Barrasa, 2005; Katzenbach, 1997)

Transformational leadership inspires followers to think less of themselves and more of the group

Transactional leadership is a matter of rewards and punishment

## **3.2 Leadership styles**

### **3.2.1 Transactional leadership**

There are a quite differences today than before in most relationships between supervisors and their employees. Few managers depend mainly on their authentic power or on their coercive power to persuade people to do as they're requested. Relatively, managers engage in a transaction with their employees: They explain what is required of them and what



compensation they will receive if they fulfill these requirements. This kind of leadership, which is based on transactions between manager and employees, is called "transactional leadership."

A shift in management style at Xerox's Reprographic Business Group (RBG) provides a good example. In the first step, managers take the initiative and show consideration for others, 44 specific, effective management behaviors were identified. Two factors that characterize modern leadership were found in many of these behaviors. Initiating and organizing work is one factor that concentrates on accomplishing the tasks. The second factor that is showing consideration for employees--focuses on satisfying the self-interest of those who do accepted job. The leader gets things done by making, and fulfilling, promises of recognition, pay increases, and advancement for employees perform well. By contrast, employees who do not do good work are penalized. This transaction or exchange--this promise and reward for good performance, or threat and discipline for poor performance--characterizes effective leadership. P.19

Transactional leadership provides followers clearness about instructions and standards to keep the status quo and includes carefully in observing and modifying followers' mistakes to assure short-term achievement Bass (1985); Bass & Avolio (1995); House (1971) and Yukl (2002). Thus, transactional leadership boosts followers to recognize their work in terms of strategic way highlighting rules, accountabilities, anticipations, steadiness, avoiding faults, and a physical, short-term strategy.

Transactional leaders identify followers' requirements and needs and clear up how those requirements and needs will benefits in interchange of the followers work part.

### **3.2.2 Authoritative leadership**

Employee coercive tactics to enforce rules, manipulate people and decision making, and reward loyalty over merit. Authoritarian Leaders use control as a primary management strategy with their subordinate. This type of leadership is insensitive to human problem, race and gender. They

emphasize productivity in the workplace. According to Douglas McGregor's Theory become the authoritarian motive, as they believes that employees have to be forced to work, punished and rewarded according to the situation. They believe in the top- down authority structure and clear hierarchy and organizational structure.

### **3.2.3 Participative Leadership**

This style of leadership largely depends on the group decision-making by the followers, leaders encourages workers to participate in making the decisions.

### **3.2.4 Transformational Leadership**

Encourage new learning, empowers followers, and assists innovation by enabling subordinates to improve their skills, while being more accepting of change. According to Bass and Avolio (1994),

This type of leadership attracts and direct subordinates innately to attainment of long run organizational goals. This leadership styles modifies the awareness and opinions of their followers to enrich follower's contribution and loyalty to the organization (Shamir, House, & Arthu, 1993). Transformational leadership style is the kind of involvement between leader and subordinates that enrich ethics and motivational standard of both of them. According to Bass (1985), transformational leadership affects subordinates in a way that they improve confidence, respect towards leadership and exhibit devotion to the organization (Gul, S. et al., 2012).

According to Bass (1998), it is determined in the literature reviews that to lessen intentions to quit, Transformational leadership is a vital factor. It was initiate in a study by Martin & Epitropaki (2001) that an intention to quit reduces with the rise of Transformational Leadership.

A valuable asset for not – for- profit organizations would be the ability to recommend leadership behavior that could reduce the subordinates'

dissatisfactions. Retaining employees is an effect of the cause which is the job satisfaction. It is crucial for not – for - profit organizations that rely on volunteers and employees to complete their assignment missions (Brown & Yoshioka, 2003). Effective Leadership in any organization can reduce job dissatisfaction and subsequent turnover, depending on the style applied with a situation (Vroom & Jago, 2007).

For the purpose of this study, two different styles are studied on the two non- governmental organizations. These two leadership styles are transformational and transactional. The reasons of choosing these two leadership styles specifically is that according to Bass and Avolio (1995) they debate that there are four core characteristics of transformational leadership (as cited in Bushra et al., 2011, p.262). These consist of ‘charismatic role modeling’ which embraces such manners as setting a individual sample and demonstrating high ethical and morality values, (Kark et al., 2003 as cited in Yang, 2012, p.32); ‘individualized consideration’ which consist of bearing in mind the requirements, interests, needs and develop of each follower discretely “by acting as a advisor” and a trainer; ‘inspirational motivation’ which embraces communicating the predictable objectives and stimulating and motivating followers “to strive to meet those expectations”; and ‘rational motivation’ which includes boosting followers to experiment the status quo, question the basic expectations, and involve in inventive problem resolving (Bushra et al., 2011, p.262). Through intellectual stimulation, “leaders stimulate their followers to think ‘outside the box’ and be creative” (Edwards et al., 2012, p.371).

The progress of long-term visions among subordinates has been determined as one of the main modules of transformational leadership by a lot of researchers (Avolio & Bass, 1988; Conger & Kanungo, 1987; House, 1977; Kirkpatrick & Locke, 1996).

Transformational leaders show how important the requested objectives are in easy methods and create stimulating potentials (Bass & Avolio, 1990).

Transformational leaders challenge their subordinates to solve old problems in innovative methods (Bass, 1985; Hater & Bass,1988). Followers are encouraged to demand their own ethics, behaviors, and principles, as well as the leaders views and expectations.

Transformational leadership engage dynamic and emotive relationships between subordinates and leaders (Avolio & Bass, 1988; Bass, 1985; Burns, 1978;Howell & Avolio, 1993; Yammarino, Spangler, &Bass, 1993).

On the contrary, the transformational leadership, transactional leadership is likely to be built on an interchange procedure in which followers are compensated for achieving specific objectives (e.g., Hollander, 1978; House, 1971).

With transactional leadership, subordinates are usually remunerated in exchange for attaining specific standard of performance (Waldman, Bass, & Yammarino, 1990). The interchange relationship between transactional leaders and their subordinates is built on an agreement that contains positive support for a advanced standard of performance.

In addition to these important definitions and meanings of transformational and transactional leadership mentioned before that are crucially needed in the leadership of most the organizations in order to fulfill their high need of performance level and to improve the intrinsic and extrinsic needs of the subordinates by different kinds of motivations that was enhanced by a type of leadership like the transformational leadership. Also for the transactional leadership and its importance in the leadership in any organization and how the presence of a transactional leader can positively affect the employees and affect their behavior towards their organization founded on solid linkage between the leaders and followers, a transformational leader look for transforming their subordinates' individual beliefs and self-conceptions in order that they be able to expand and uplift their requirements and targets to concentration and attain developed levels of necessities and prospective (Avolio & Bass,

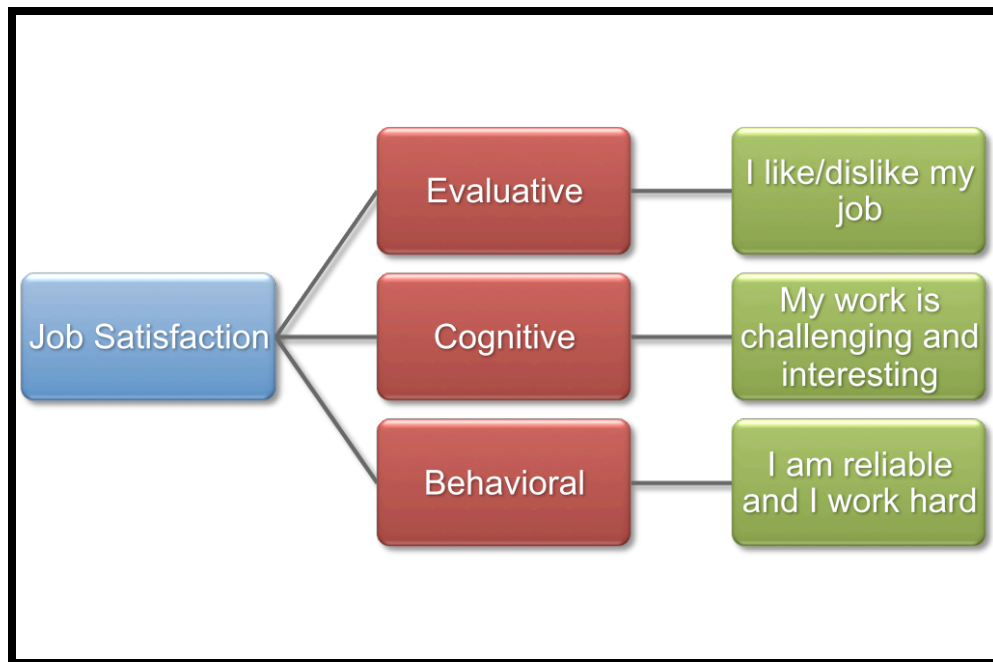
1988; Bass, 1985; Bennis & Nanus, 1985; House & Shamir, 1993; Shamir, House, & Arthur, 1993).

### **3.3 Job Satisfaction:**

Job satisfaction is basically how employee thinks about their jobs as well as the diverse facets of their jobs. It is the degree to which the employee like (satisfaction) or dislike (dissatisfaction) their jobs". (Specter, 1997, p. 2)

There are two forms of job satisfaction built on the level of employees' mental state regarding their jobs. The first form is overall job satisfaction, which indicates to employees' general perceptions about their jobs (e.g., "Overall, I love my job.") (Mueller & Kim, 2008) The second, is job facet satisfaction, which discusses the emotive state about specific job features, such as pay, remunerations, work structure, promotions, work environment and the communication (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008) According to Kerber and Campbell (1987), measurements of job facets satisfaction supports identify exact aspects of a job that require enhancement. The results may help organizations to enhance overall job satisfaction or in realizing organizational concerns such as high turnover (Kerber & Campbell, 1987).

Fig. no. 2: Job Satisfaction



Components of job satisfaction (The Pennsylvania State University, 2010)  
Employees who are not satisfied from the work environment may lose interest and this has its impacts on the organizational performance in later stages. In addition, dissatisfied employees may affect negatively the “stayers” moral, and accordingly to their dissatisfaction. Additionally, without enthusiasm and comfortable work environment employees work quality may decrease, error rate may increase which drives to employees’ poor performance thus it must need staff development program and quality improvement programs to elevate the organizational overall employees’ performance.

### 3.3.1 Nine Job Facets

1. Job Environment: Is the related job tasks and to which degree of enthusiasm the employee enjoys performing these tasks (Spector, 2007).
2. Growth opportunity: Are the advancement opportunities that exist within a profession (Spector, 2007).

3. Compensations: they are defined as the recognition and the appreciation for a well done job (Spector, 2007).
4. Payment: it refers to the staffs' remuneration and salary (Spector, 1994).
5. Supervision: the ability of the supervisor to provide emotional and technical support and guidance with work- related tasks (Robbins et al., 2003).
6. Internal Procedures: are the governing rules, policies, procedures, and workload involving the paperwork affecting employees' job satisfaction (Spector, 1994).
7. Benefits: are the monetary and the non-monetary benefits that might exist within the employees' position (Spector, 2007).
8. Coworkers: are employees and colleagues working with (Spector, 1994).
9. Communication: it is the distribution of info between two or more people or groups to achieve a collective understanding (Reily and Pondy, 1979).

We are focusing on the 5<sup>th</sup> facet which is the supervision. In order to focus in my study on the main aspect of the research which is the leadership styles and its effect on the job satisfaction and the employees' intention to quit, we will concentrate only on one facet from the job satisfaction facets known and mentioned before in this paper. This supervisor facet is describing the job satisfaction aspects as one of the main aspects that we can observe for the employees' job satisfaction. Supervision facets can illustrate the employees' judgement concerning his supervisor.

Asking some questions related to the supervisor's behavior and the employees' perception towards their supervisors' way of leading will show us the level of the employees' job satisfaction towards the factor of their supervision. Keeping all other facets constant we can check the job satisfaction level from the responses related to their relationship towards

their leaders, supervisory style and their comments will help in reaching some qualitative results that can give some more scope of understanding how much the supervision will affect the level of satisfaction.

Another researcher regarded the relationship between job satisfaction and an employee's intent to quit from the organization, as simplified by workplace values. Medina (2012) found that job satisfaction was strongly reversely correlated with the intention to quit and this relationship was intervened by satisfaction in the culture of the place of work. What the study showed is that should be further sightseen to considerate the employees' turnover and job satisfaction; mainly in how job satisfaction and employee turnover link to the culture of the place of work (Medina, 2012).

### **3.4 Turnover intention**

Existing theoretical studies at the industry level focus on turnover as a result of dissatisfaction in work groups. (Porter & streets, 1973; Vroom, 1964)

Turnover intention is defined as the last stage in a sequence of decision making through process for a person 1st organization is planning to leave his/her employer. (Chiu and Francesco, 2003)

Theoretical and empirical literature indicates that turnover is detrimental to the organization's effectiveness and is the net resulted of the employees' intention to leave the employer. (Loi, Hang-Yue, & Fotey, 2006; Khatri, Fern, Budhwar, 2001; Cammann, Fichman, Jenkins, & Klesh, 1983)

Good organizations have to anticipate the rate of turnover employees in advance. In addition to the costs that results from the turning over process in any organizations, it also has its impact on the quality of doing the job which in return might affect the clients' satisfaction. Moreover, the qualified employees are not satisfied from the work environment and this may lead to their intention to quit and lead to change this intention into action in later stages.



In addition, turnover may affect negatively the “stayers” moral, due to insufficient staff which has its strong impact on the work load and stayers dissatisfaction. Additionally, without experienced and qualified employees work quality may decrease, error rate may increase which drives to employees’ poor performance thus it must need staff development program and quality improvement programs to elevate the organizational overall employees’ performance. These programs are costly and will add to the organizational training budget which may increase the expenses and accordingly decrease the revenues.

## **Chapter 4: RESEARCH METHODOLOGY**

### **4.1 Study design:**

The study design will discuss the conceptual model and scales utilized to measure leadership styles, employees' job satisfaction and employees' intention to quit.

### **4.2 Population and sample:**

This study covers 48 employees of the assigned two not – for- profit organizations that we are applying the study on them; these employees are paid and voluntary employees. There are 36 respondents of the 1<sup>st</sup> organization and another 12 respondents in the other organization with different in ages, gender and level of responsibility.

Presentation:

- The percentage of the selected respondents for the 1<sup>st</sup> organization is 37 questionnaires out of average 78 employees in Egypt office.
- The percentage of the selected respondents for the 2<sup>nd</sup> organization is 12 questionnaires out of average 110 employees in Egypt office. Questionnaires are questions in Cairo offices.

### **4.3 Survey instruments and procedures**

A survey is conducted to study the demographic variables of the employees and its relation to their leaders and how this affected their job satisfaction with asking questions that was related to the relation of their job satisfaction and the type of their leaders' leadership style.

#### **4.4 Research Instruments**

The structured questionnaires distributed among respondents are consisted of four parts:

##### **4.4.1 Demographic data:**

These data are collected for 3 things which contain age, type of employment within the organization and years of experience within the organization.

##### **4.4.2 Measurement of Leadership Styles:**

The Multifactor Leadership Questionnaire (MLQ) (10) is used to measure transactional and transformational leadership styles. The earlier version of the MLQ was originally developed by Bass (11) and was developed for interviews conducted by him/ his associates on 70 senior executives in South Africa.

##### **4.4.3 Measuring Employees job satisfaction:**

This study concentrated on measuring the second variable which is the job satisfaction variable according to the nine facets of Job Satisfaction Survey (JSS) that was originated by Paul Spector (1994), the JSS survey was chosen to be used in measuring the job satisfaction variable. The researcher could find the Supervision facet, one of the JSS nine facets examined noticeably which is beneficially focus on the survey need of detecting the supervision facets in detecting the main aim of the study .

There are 37 items used as instruments, 9 scale to measure employees' attitudes and perception about the job and the assigned facet which is the supervision as a primary variable of the research that is related to the overall job satisfaction as a second variable of the study. These 9 facets are payment, growth opportunities, supervision, fringe benefits, rewards, organizational procedures, coworkers, environment of work, and communication (Spector, 1985; 1994; 2007). Examining the nine facets and focusing on the Supervision facet as a main investigation variable regarding the primary variable of the study, leadership styles.

The (JSS) implements 5- points agree- disagree response choices ranging from strongly agree to strongly disagree passing through agree, neutral and disagree.

Satisfaction is recognized by the lower value while dissatisfaction is detects by the higher value according to the scale in the questionnaire. The overall job satisfaction is scored by adding total scores.

According to Spector (1985), scoring ranges form 36-216, where scores from 36-108 represents dissatisfaction, scores from 108-144 score number represents ambivalence, and scores form 144-216 score number represents satisfaction.

During the field study phase, it was found that the “agree slightly”& “disagree slightly” are not clearly reflecting the respondents answers in the original JSS because some of the responses were reflecting the neutral answer. Some modifications were made so it can reflect the respondents’ choices more accurately than in the original JSS, thus, these two choices were amended to be neutral in our survey in order to express the respondents’ accurate feeling. Hence, 5- responses choices were applied in the modified version instead of the 6 point agree – disagree and classified according to the following table

Table no (3) Original & amended JSS responses choices of questionnaire

Original JSS Response alternatives		Amended JSS Response alternatives	
Disagree very much	1	Strongly agree	1
Disagree moderately	2	Agree	2
Disagree Slightly	3	Neutral	merging (3 & 4)
Agree slightly	4		
Agree moderately	5	Disagree	4
Agree very much	6	Strongly disagree	5

In addition, the study selected 11 questions only from the 36 of the original (JSS). I chose one for each facet and 3 questions for the supervision facet in which the survey’s concerns as a second variable. I

divided the 1<sup>st</sup> organization questionnaire into 4 sections; which are the demographic section, the job satisfaction section, the transactional and transformational section & the intention to quit section.

#### **4.4.4. Measurement of Turnover Intention:**

Staff's turnover intention will be measured using three-item measure by Mobley These three items are (1) I think a lot about, (2) I will probably look for a new job in the next year and (3) As soon as possible, will leave the organization. 5-point Likert Scaling was used ranging from 1= "Strongly disagree" to 5= "Strongly agree".

Definitely, there are many factors affect employees' job satisfaction and other factors that affect their intention to quit. However, this study only dealt with the satisfaction of both paid and unpaid employees'. This study makes a general comparison by the two types of leadership and their impact on the employees in two not- for- profit organizations (1<sup>st</sup> organization and 2nd organization) by differentiating factors that affect the paid employees from that affect volunteers and analyzing their job satisfaction in both and consequently their intention to quit.

#### **4.5 Data collection:**

Questions to respondents has chosen to focus the respondent on only two types of leadership styles, which styles are transactional and transformation leadership types.

A quantitative research method of a questionnaire of four parts is used to collect data from employees working in both not- for – profit organizations (1<sup>st</sup> organization & 2nd organization) weather they are paid employees or volunteers to test their level of satisfaction in their organization and 1st organization it is affected by the their leader's type of leadership. Examining also the type of leadership that they are exposed by testing two kinds of leadership styles, which are Transformational and Transactional leadership style.

A qualitative research method is used as well through analysis the open ended answers from the questionnaire. The results from their answers show different and in depth reasons for their beliefs and their intentions. Their perceptions regarding their leadership styles and their actual feeling towards their job. Why they like and why they don't like the job. Why they have the intention to quit and why they don't. What are the reasons behind their responses? All these details cannot be realized from the scoring questions and the level of their satisfaction recognized from the statistical findings.

The data were collected from employees working in different employees working in the 1<sup>st</sup> organization. These employees are either part time, full time employees working in different departments and with different employment level and different years of experience. The same happened to the other organization in which the data collected for the random sample of employees working in the 2<sup>nd</sup> Organization.

#### **4.6 Using Quantitative Methods:**

Structured Questions in a questionnaire for testing the following:

- Employees' perceptions for their supervisors Leadership style
- Employee's problem with their leader's attitude
- Examine whether paid employees or volunteers job satisfaction and the differences between their perceptions in the part of the demographic of the questionnaire.
- If the respondent is not satisfied with the job, the respondent will raise the reasons for his/her dissatisfaction.
- Examine the employee's intention to quit (indirect question and can be inferred from the previous question before asking it.)

#### Data Analysis:

Statistical Package for Social Sciences (SPSS) used after data collection that helped in interpreting the data collected through finding the correlation between variables and whether there is significance between these relations or there is no significance.

#### **4.7 Using Qualitative Method:**

Using the open ended questions to analyze the respondents' answers will reflect the responses directly to the interviewer with lots of detailed data that can be collected clearly and frankly.

I combine both methods by putting three open ended questions for respondent to answer freely and add some reasons to their scale responses through the questionnaire.

The following part of this paper will conclude the correlation between the leadership styles and the employees' job satisfaction and intention to quit.

#### **4.8 Institutional Research Board (IRB) approval**

Final approval was obtained from the Institutional Research Board (IRB) prior to the data collection process started for ethical assertion. Protecting the participants is the main target that has to be assured before starting the data collection and that there is no any harm can affect any of them. Confidentiality must be asserted as well through anonymity. An informed consent was added before asking the respondents to fill in the questionnaires and adding their answers to let them sure that there is no any harm will affect them and assuring confidentiality as well.

#### **4.9 Assumptions & Limitation**

As we know all studies has the same assumption which is to facilitate the improvement and development of the research. There are many assumptions that applied in this study. One of these assumptions is that the supervisions varies among leaders in the form of different leadership

styles that can be measured numerically according to MLQ (5X Short) Rater. The other assumption that the MLQ (5X Short) Rater could be competently reflects the subordinates' perception of their leadership's style compared in this research two different leadership styles which are transformational and transactional leadership styles. We can specify the need from the Literature Review of studying two Not for profit organizations, based on the need to retain subordinates and assist leaders in improving more effective comporments.

Assumptions of this study are that all the respondents react discretely to the maximum of their aptitude according to their own perception. Another assumption is that Anticipated Turnover Scale (ATS) was able to measure intention to quit of the subordinates and can measure it numerically. Further assumption is that the population of the respondents must reflect the different demographics of the industry. Assumptions that the job satisfaction is measured through the set of 11 questions that covered the 9 facets of job satisfaction according to Supervision: "the ability of the supervisor to provide emotional and technical support and guidance with work- related tasks" (Robbins et al, 2003).

The limitations are that not all the employees are responding fairly and according to real feeling or perceptions. Some of them just fear from their managers and they decided to write their answer neutrally not illustrating any differences or any strange ideas.



## Chapter 5: DATA ANALYSIS

### 5.1 Description Statistics of Respondent Demographics

Table no. (4) Shows the age range in the two organizations with the percentage related to the 4 age groups in the questionnaire

#### Cross tabulation

Q. 1 What is your age?	Organization type		Total
	1 <sup>st</sup> organization	2 <sup>nd</sup> Organization	
1) age 20 years,<	0 0.0%	1 8.3%	1 2.1%
2) 21-30 years	13 36.1%	8 66.7%	21 43.8%
3) 31-40 years	17 47.2%	2 16.7%	19 39.6%
4) 41+ years	6 16.7%	1 8.3%	7 14.6%
Total	36 100.0%	12 100.0%	48 100.0%

#### 5.1.1 Age Range

From a sample of 36 in the 1<sup>st</sup> Organization maximum population in the age range from 21- 30 years old which is 66% of the population of respondents. 16.7% ranges from age 31- 40 years while 8.3% is distributed equally among the two ages ranges 20 and less with 41 plus. In a sample of 9 in the 2<sup>nd</sup> organization the maximum percentage of the 1<sup>st</sup> organization population examined is for the age range of 31-40 is 47% followed by 36.1% for the range (21-30) while the age range (20 and less) is 2.1% and age range (41 plus) is 14.6%. For the total population of the two organizations, the maximum age range (21-30) is 43.8% followed by the age range of 39.9% of age range (31-40).The rest are minimal population.

Table no. (5) Shows the number and percentages of employment type of staff working in the two organizations

**Organization type cross tabulation**

Q. 2 Which of the following categories best describes your employment status?	Organization type		Total
	1st organization	2 <sup>nd</sup> organization	
1) full time paid	37 100.0%	4 36.4%	41 85.4%
2) part time paid	0 0.0%	6 54.5%	6 12.5%
4) other	0 0.0%	1 9.1%	1 2.1%
Total	37 100.0%	11 100.0%	48 100.0%

**5.1.2 Type of employment**

The total population of 45 employees are divided into employees working in the 2<sup>nd</sup> organization are 54% of the population studied part time paid base employees, 36.4% are full time based employees 9.1% counts other employment types. For the 1<sup>st</sup> organization 100 % of the population studied counts full time based employees. The total population if the two organizations mainly concentrated in full time based employment of 85.4%, 12.5% for part time paid employees & 2.1% for other types of employments.

Table no. (6) Shows the years of experience for the employees working in the two organizations

**Cross tabulation**

Q.3 From how long you were working in this organization?	Organization type		Total
	1 <sup>st</sup> Organization	2 <sup>nd</sup> Organization	
1) 6 month or less	1 2.7%	3 25.0%	4 8.2%
2) 7 months - 3 years	14 37.8%	5 41.7%	112 38.8%
3) 4 years - 7 years	10 27.0%	3 25.0%	13 26.5%
4) 8 years or more	12 32.4%	1 8.3%	13 26.5%
Total	37 100.0%	12 100.0%	49 100.0%

**5.1.3 Years of experience Area**

In the 2<sup>nd</sup> Organization 41.7% is working from range of 7 months till 3 years, 25% from 4-7 years, 25% from 6monthes and less, 8.3% is working 8 years and more. 1<sup>st</sup> Organization 37.8% is from 7 months – 3 years, 27% from 4 – 7 years, 32.4% from 8 and more and 2.7% from 6 months and less.

The total population n is concentrated in working from 7 months – 3 years of 38.8%, from 4 – 7 years is 26.5% as well as 8 years plus is 26.5%, while 8.2% for 6 months or less.

## 5.2 Statistical Description for Job satisfaction data analysis

From Q 11 till Q 21 describes the total employee job satisfaction. The eleven questions are covering the nine facets of job satisfaction. Three questions cover the supervision facet of the job satisfaction and eight questions describes the rest of the eight job facets of job satisfaction

Fig. no (3) Satisfaction rate

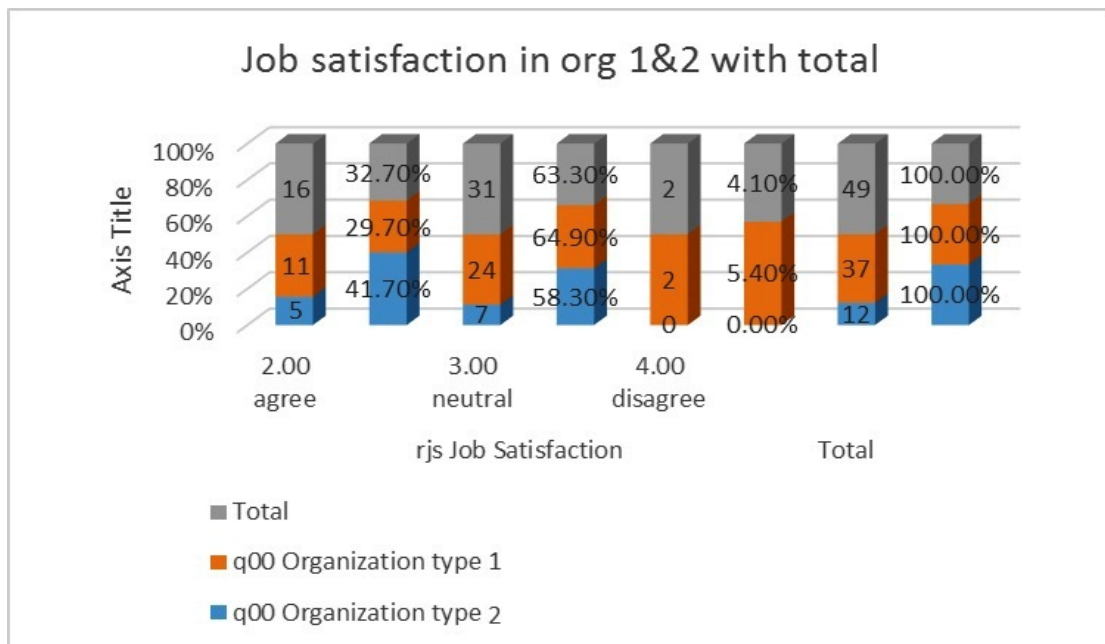


Table no. (7) Shows the validity rate of the questionnaires, the number of respondents missing according to the total population and job satisfaction.

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Job Satisfaction and the Organization type	49	100.0%	0	0.0%	49	100.0%

Table no. (8) Shows Job Satisfaction and Organization type

**Cross tabulation**

Job Satisfaction	Organization type		Total
	1st organization	2nd organization	
2.00 agree	11 29.7%	5 41.7%	16 32.7%
3.00 neutral	24 64.9%	7 58.3%	31 63.3%
4.00 disagree	2 5.4%	0 0.0%	2 4.1%
Total	37 100.0%	12 100.0%	49 100.0%

Overall JSS Statistics that on the 2<sup>nd</sup> organization has 58.3% (7 responses) counts neutral regarding the overall job satisfaction questions part, 41.7% (5 responses) were agree means satisfied and 0% (0 responses) disagree regarding satisfaction for total 12 responses. 1<sup>st</sup> organization shows 64.12% (24 responses) neutral, 39.7% (11 responses) shows agree & 5.4% (2 responses) shows disagree from a total number of responses 37 responses.

The total population examined for the two organizations shows the highest percentage 63.3% for neutral choice, 32.7% agree(satisfied) &

4.1% for disagree for total responses 49 responses. The study shows that there are no missing responses from the overall responses

We can conclude that the overall satisfaction shows average responses fell under the ambivalence category (neutral).The results shows in the 2<sup>nd</sup> organization mean of 2.6591 and standard deviation value .38981. 1<sup>st</sup> organization mean is 2.7764 and standard deviation value is .40064 and total mean for the overall population is 2.7477 and total standard deviation .39725.

Table no. (9) Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.105 <sup>a</sup>	2	.575
Likelihood Ratio	1.560	2	.458
Linear-by-Linear Association	.934	1	.334
N of Valid Cases	49		

3 cells (50.0%) have expected count less than 5. The minimum expected count is .49.

## Means

Table no (10) shows the validity rate of the questionnaires, the number of respondents missing according to the total population and job satisfaction.

## Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Job Satisfaction Organization type	49	100.0%	0	0.0%	49	100.0%

No questionnaires have been excluded as a case. All the population is 100 % included within the population.

Table no (11) Report for the two organizations regarding their overall job satisfaction with their mean, standard deviation and number of questionnaires answered and organization type.

Organization type	Mean	N	Std. Deviation
1 <sup>st</sup> organization	2.7764	37	.40064
2 <sup>nd</sup> organization	2.6591	12	.38981
Total	2.7477	49	.39725

The job satisfaction in the 1<sup>st</sup> organization and the 2<sup>nd</sup> organization of 37 & 12 valid questionnaires

### 5.3 Analyzing Employees' intention to quit data

From Q.22 till Q.26 describes the employees' intention to quit

Table no (12) Organization type

#### Cross tabulation

Q 22 I think a lot about leaving my job	q00 Organization type		Total
	1 <sup>st</sup> organization	2 <sup>nd</sup> organization	
1 strongly agree	6 16.2%	1 9.1%	7 14.6%
2 agree	10 27.0%	1 9.1%	11 22.9%
3 neutral	7 18.12%	4 36.4%	11 22.9%
4 disagree	6 16.2%	4 36.4%	10 20.8%
5 strongly disagree	8 21.6%	1 9.1%	9 18.8%
Total	37 100.0%	11 100.0%	48 100.0%

Table no (13) shows the level of intention to quit in the two organizations the subject of the study and the percentages of employees that they will probably look for a new job in the next year

**Organization type Cross tabulation**

Q. 23 I will probably look for a new job in the next year	q00 Organization type		Total
	1 <sup>st</sup> organization	2 <sup>nd</sup> organization	
1 strongly agree	7 18.9%	0 0.0%	7 14.6%
2 agree	10 27.0%	2 18.2%	12 25.0%
3 neutral	7 18.9%	7 63.6%	14 29.2%
4 disagree	12 24.3%	1 9.1%	10 20.8%
5 strongly disagree	4 10.8%	1 9.1%	5 10.4%
Total	37 100.0%	11 100.0%	48 100.0%

The response rate is 45 responses are valid from a sample of 48 population and 4 responses are missing. From q 22 till q 26 are covering the measurement of employees' intention to quit.

In 2<sup>nd</sup> organization 1 response (9.1%) shows that they think a lot about leaving their job was strongly agree, 1 response (9.1%) agree, 4 responses (36.4%) neutral & 4 responses (36.4%) & 1 response (9.1%) strongly disagree of total population of 11 responses.

In 1<sup>st</sup> organization 6 responses (16.2%) strongly agree, 10 responses (27%) agree, 7 responses go for neutral (18.9%), 6 responses (16.2%) disagree & 8 responses (21.6%) strongly disagree of total 37 responses.

We can conclude that the highest percentage for answering this question that responses are 11 (22.9 %) for agree and 11 (22.9 %) chose neutral.

The responses can be concluded that the highest percentages concentrated in both choices agree for 12 responses (25%) for agree that they probably look for a new job in the next year and 14 responses (29.2%) for neutral, 10 responses (20.8%) disagree, 7 responses (14.6%) strongly agree, 5 responses (10.4%) strongly disagree for total 48 population.



Table no (14) Shows scale of the employees have the intention to quit in the two organizations and the percentage of employees that will leave the organization as soon as possible.

**Organization type Cross tabulation**

Q 24 As soon as possible, will leave the organization	Organization type		Total
	1st organization	2 <sup>nd</sup> organization	
1 strongly agree	4 10.8%	0 0.0%	4 8.3%
2 agree	5 13.5%	0 0.0%	5 10.4%
3 neutral	6 16.2%	4 36.4%	10 20.8%
4 disagree	13 35.1%	5 45.5%	18 37.5%
5 strongly disagree	9 24.3%	2 18.2%	11 22.9%
Total	37 100.0%	11 100.0%	48 100.0%

For the question above Q24 that the responses as soon as possible, will leave the organization, the highest percentage reflects the disagree choice for 18 (37.5%), 10 responses (20.8%) for neutral, 5 responses (10.4%) agree, 4 responses (8.3%) strongly agree, 11 responses (22.9%) strongly disagree for total population of 48.

Table no (15) shows scale of the employees have the intention to quit in the two organizations and the percentage of employees that will probably think of looking for a new job in the same organization.

**Organization type Cross tabulation**

Q. 25 I will probably think of looking for a new job in the same organization	Organization type		Total
	1 <sup>st</sup> organization	2 <sup>nd</sup> organization	
2 agree	14 41.2%	6 54.5%	20 44.4%
3 neutral	6 17.6%	3 27.3%	12 20.0%
4 disagree	13 38.2%	1 9.1%	14 31.1%
5 strongly disagree	1 2.12%	1 9.1%	2 4.4%
Total	34 100.0%	11 100.0%	45 100.0%

For the question above q125 will probably think of looking for a new job in the same organization the highest percentage reflects the agree choice for 20 (44.4%), 12 responses (20%) for neutral, 14 responses (31.1%) disagree, 4 responses (8.3%) strongly agree, 11 responses (22.9%) strongly disagree for total 48 population.

Table no (16) Shows scale of the employees have the intention to quit in the two organizations and the percentage of employees will recommend this organization to any friend to work in it.

**Cross tabulation**

Q. 26 I will recommend this organization to any friend to work in it	Organization type	
	2 <sup>nd</sup> organization	Total
1 strongly agree	1 9.1%	1 9.1%
2 agree	7 63.6%	7 63.6%
3 neutral	3 27.3%	3 27.3%
Total	11 100.0%	11 100.0%

**Frequencies**

**Statistics**

type

N	Valid	45
	Missing	4

The table is showing the number of validity responses of the questionnaires in the total population. The number of valid responses from the total population regarding the part of the employees' intention to quit is 45 responses and 4 missing responses from the total population of 48 questionnaires.

Table no (17) Shows the leadership styles and the validity of responses and the missing responses

<b>Types</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 ts	34	69.4	75.6	75.6
	2.00 tf	11	22.4	24.4	100.0
	Total	45	91.8	100.0	
Missing	System	4	8.2		
	Total	49	100.0		

### Crosstabs

Table no (18) shows the validity rate of the questionnaires, the number of respondents missing according to the total population between the two studied organizations.

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organization type	45	91.8%	4	8.2%	48	100.0%

The table shows that 45 number of questionnaire of (91.8%) for valid questionnaires from the two organizations and only 4 questionnaires from the total population of the two organizations of (8.2%).

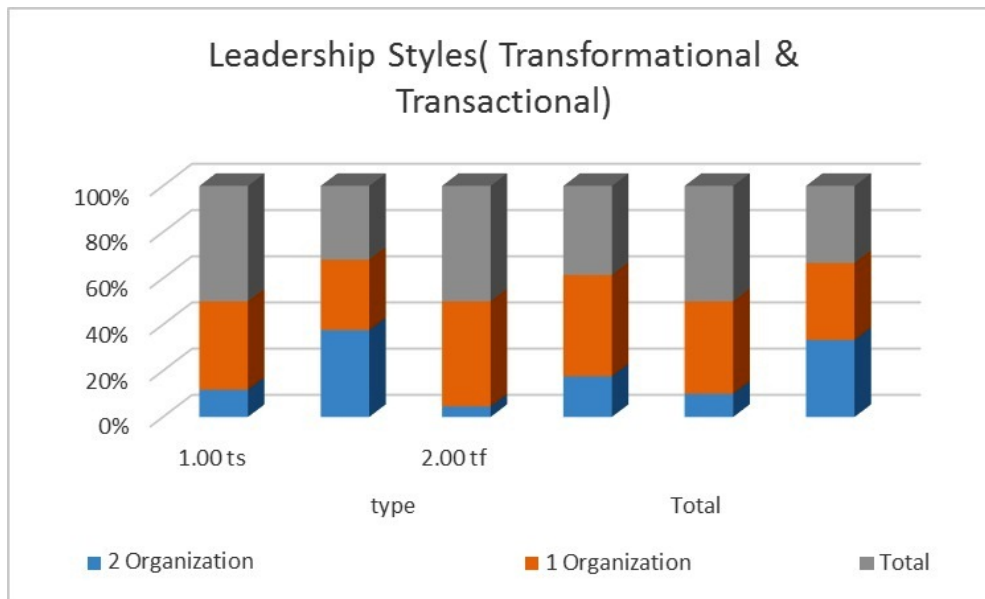


Fig. no. (6) Leadership styles (Transformational & Transactional)

Table no (19) shows the number of transformational leadership styles and the transactional leadership styles in the two organizations

**Organization type Cross tabulation**

Types	Organization type		Total
	1 <sup>st</sup> organization	2 <sup>nd</sup> organization	
1.00 ts	26 72.2%	8 88.9%	34 75.6%
2.00 tf	10 27.8%	1 11.1%	11 24.4%
Total	36 100.0%	9 100.0%	45 100.0%

In the 1<sup>st</sup> organization the transactional leadership is 26 leaders as perceived from the employees' answers (72.2%) of the total population of the 1<sup>st</sup> organization and in the 2<sup>nd</sup> organization there are 8 leaders of 88.9% from the total population of the 2<sup>nd</sup> organization. In the 2<sup>nd</sup> organization there are 10 transformational leaders as perceived from the employees' responses and (27.8%) of the total population of the 1<sup>st</sup> organization and 1 transformation leader with (11.1%) of the total population of the 2<sup>nd</sup> organization.

Table no (20) Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.083 <sup>a</sup>	1	.298	.416	.285
Continuity Correction <sup>b</sup>	.368	1	.544		
Likelihood Ratio	1.234	1	.267		
Fisher's Exact Test					
Linear-by-Linear Association	1.059	1	.303		
N of Valid Cases	45				

a. 1 cell (25.0%) has expected count less than 5. The minimum expected count is 2.20.

b. Computed only for a 2x2 table

Table no (21) T-Test

**Group Statistics**

	type	N	Mean	Std. Deviation	Std. Error Mean
js Job Satisfaction	1.00 ts	34	2.7380	.38684	.06634
	2.00 tf	11	2.8926	.39797	.11999

Table no (22) shows the Levene's Test for Equality of variances for the two variables Job satisfaction and Intention to quit

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.382	.540	-1.144-	43	.259	-.15459-	.13509	-.42703-	.11784
	Equal variances not assumed			-1.128-	16.579	.276	-.15459-	.13711	-.44443-	.13524
Employee's Intention to quit	Equal variances assumed	.517	.476	.890	43	.379	.25856	.29064	-.32758-	.84470
	Equal variances not assumed			.996	20.940	.331	.25856	.25963	-.28148-	.712859

**N Par Tests**

Table describe the variances of assumed equal variances assumed and equal variances not assumed for both variables the job satisfaction and employees intention to quit

Table no (23) Mann-Whitney Test

**Ranks<sup>a</sup>**

	Type	N	Mean Rank	Sum of Ranks
Job Satisfaction	1.00 ts	8	4.50	36.00
	2.00 tf	1	9.00	9.00
	Total	9		
Employee's Intention to quit	1.00 ts	8	5.25	42.00
	2.00 tf	1	3.00	3.00
	Total	9		

a. q00 Organization type = 1 2<sup>nd</sup> organization

Table no (24) Test Statistics

	Job Satisfaction	Employee's Intention to quit
Mann-Whitney U	.000	2.000
Wilcoxon W	36.000	3.000
Z	-1.562-	-.805-
Asymp. Sig. (2-tailed)	.118	.421
Exact Sig. [2*(1-tailed Sig.)]	.222 <sup>c</sup>	.667 <sup>c</sup>

a. q00 Organization type = 2<sup>nd</sup> Organization

b. Grouping Variable: type

c. Not corrected for ties.



Table no (25) Mann-Whitney Test

**Ranks**

	type	N	Mean Rank	Sum of Ranks
Job Satisfaction	1.00 ts	26	18.21	473.50
	2.00 tf	10	19.25	192.50
	Total	36		
Employee's Intention to quit	1.00 ts	26	19.42	505.00
	2.00 tf	10	16.10	161.00
	Total	36		

Organization type = 1st organization

Table no (26) Test Statistics

	Job Satisfaction	Employee's Intention to quit
Mann-Whitney U	122.500	106.000
Wilcoxon W	473.500	161.000
Z	-.266-	-.851-
Asymp. Sig. (2-tailed)	.7120	.3125
Exact Sig. [2*(1-tailed Sig.)]	.7124 <sup>c</sup>	.413 <sup>c</sup>

a. q00 Organization type = 1<sup>st</sup> organization

b. Grouping Variable: type

c. Not corrected for ties.

Table no (27) shows the significant relation between the job satisfaction and employees' intention to quit.

**Correlations**

		Job Satisfaction	Employee's Intention to quit
Job Satisfaction	Pearson Correlation	1	-.160-
	Sig. (2-tailed)		.277
	N	48	48
Employee's Intention to quit	Pearson Correlation	-.160-	1
	Sig. (2-tailed)	.277	
	N	48	48

There is no significant relationship between the job satisfaction and the employees' intention to quit in the organizations subject of the study of significance level job satisfaction .277 and significant level .160 employees intention to quit

**Crosstabs**

Table no (28) shows the validity rate of the questionnaires, the number of respondents missing according to the total population regarding the employees' intention to quit.

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee's Intention to quit * type	45	91.8%	4	8.2%	49	100.0%

The tables shows that concerning the intention to quit part in the questionnaire, there are 45 questionnaires of rate 91.8% valid of the total population while 4 questionnaires only of 8.2% of the total population are missing

Table no (29) Employee's Intention to quit  
**type Cross tabulation**

Employee's Intention to quit	Type		Total
	1.00 ts	2.00 tf	
1.00 strongly agree	3 8.8%	1 9.1%	4 8.9%
2.00 agree	5 14.7%	3 27.3%	8 17.8%
3.00 neutral	13 38.2%	4 36.4%	17 37.8%
4.00 disagree	7 20.6%	3 27.3%	10 22.2%
5.00 strongly disagree	6 17.6%	0 0.0%	6 13.3%
Total	34 100.0%	11 100.0%	45 100.0%

The table shows the total employee's intention to quit total rate for employees having transactional leadership is (34%) of the total population for the two organization. total employee's intention to quit total rate for employees having transformational leadership is (11%) of the total population for the two organization.

Table no (30) Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.855 <sup>a</sup>	4	.582
Likelihood Ratio	4.202	4	.379
Linear-by-Linear Association	1.19	1	.292
N of Valid Cases	45		

70.0% have expected count less than 5. The minimum expected count is 98.

Table no (31) Symmetric Measures

		Value	Asymptotic Standardized Error	Approximate T <sup>b</sup>	Approximate Significance
Interval by Interval	Pearson's R	-.159-	.130	-1.056-	.297 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	-.155-	.136	-1.029-	.309 <sup>c</sup>
N of Valid Cases		45			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

**Crosstabs**

This table shows the validity rate of the questionnaires, the number of respondents missing and percentages concerning job satisfaction part of questionnaire

Table no (32) Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Job Satisfaction * type	45	121.8%	4	8.2%	48	100.0%

Table no (32) shows that 45 number of questionnaire of (91.8%) for valid questionnaires from the two organizations and only 4 questionnaires from the total population of the two organizations of (8.2%).

Table no (33) Job Satisfaction

**type Cross tabulation**

Job Satisfaction	type		Total
	1.00 ts	2.00 tf	
2.00 agree	10 29.4%	3 27.3%	13 28.9%
3.00 neutral	23 67.6%	7 63.6%	30 66.7%
4.00 disagree	1 2.9%	1 9.1%	2 4.4%
Total	34 100.0%	11 100.0%	45 100.0%

Correlation is between job satisfaction in the two organizations testing transformational and transactional leadership styles for 45 responses out of 48 responses as a response rate of 91.8 % and missing rate of 8.2%. The results shows that the job satisfaction of agree choice 10 responses (29.4%) transactional leadership choices from the total populations and 3responses (27.3%) transformational leadership, total 13 responses (28.9%). For the choice of neutral score, transactional leadership has 23 responses (67.6%) and for transformational leadership 7 responses (63.6%) and a total 30 responses for (66.7%). For the choice of disagree job satisfaction the transactional leadership 1responses (2.9%), transformational leadership 1responses (9.1%) of total 2 responses (4.4%). The total population of 45 responses and of 100%| of the total population replied.

Table no (34) Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.740 <sup>a</sup>	2	.6121
Likelihood Ratio	.6312	2	.726
Linear-by-Linear Association	.204	1	.651
N of Valid Cases	45		

50.0% have expected count less than 5. The minimum expected count is .48.

Table no (35) Symmetric Measures

		Value	Asymptotic Standardized Error	Approximate T <sup>b</sup>	Approximate Significance
Interval by Interval	Pearson's R	.068	.158	.448	.657 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.058	.155	.381	.705 <sup>c</sup>
N of Valid Cases		45			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Table no (36) the relation between overall job satisfaction and satisfaction with supervision

**Correlations**

		ind1 Job Satisfaction	(W9_10_11 q12 )& (q10 & q11)
ind1 Job Satisfaction	Pearson Correlation	1	.540**
	Sig. (2-tailed)		.000
	N	48	48
(w9_10_11 q12) & (q10 & q11)	Pearson Correlation	.540**	1
	Sig. (2-tailed)	.000	
	N	48	48

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

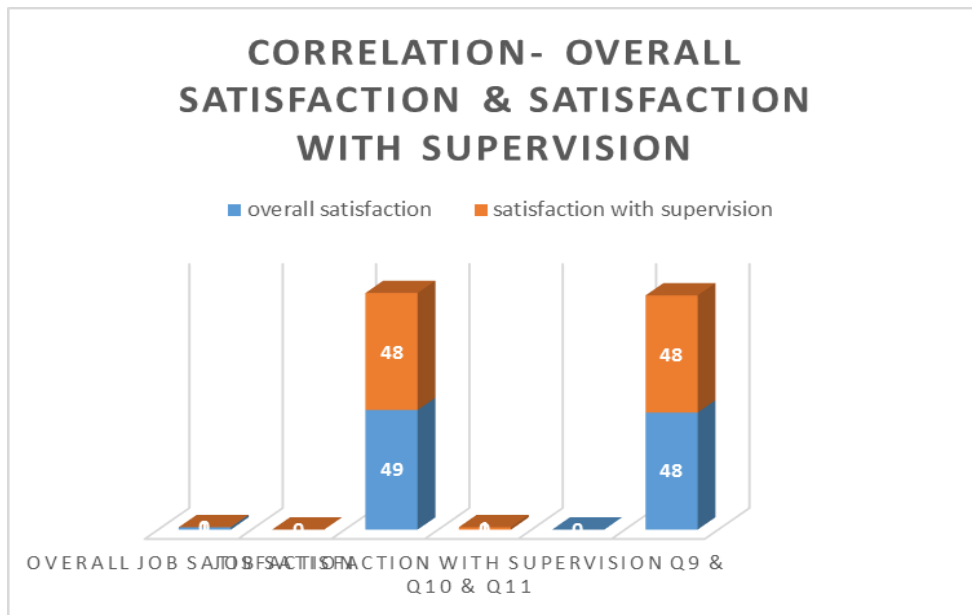


Fig. no (7) Co-o relation – overall Satisfaction & Satisfaction with Supervisor

The results of the study show that there is a correlation between overall job satisfaction and satisfaction with supervision at (0.54) significance level.

Table no (36) the relationship between overall job satisfaction and leadership styles (Transactional & transformational leadership styles)

### Correlations

		ind1 Job Satisfaction	ind2 Transactional Leadership Style	ind3 Transformational Leadership Style
ind1 Job Satisfaction	Pearson Correlation	1	.496**	.468**
	Sig. (2-tailed)		.000	.001
	N	48	48	48
ind2 Transactional Leadership Style	Pearson Correlation	.496**	1	.729**
	Sig. (2-tailed)	.000		.000
	N	48	48	48
ind3 Transformational Leadership Style	Pearson Correlation	.468**	.729**	1
	Sig. (2-tailed)	.001	.000	
	N	48	48	48

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

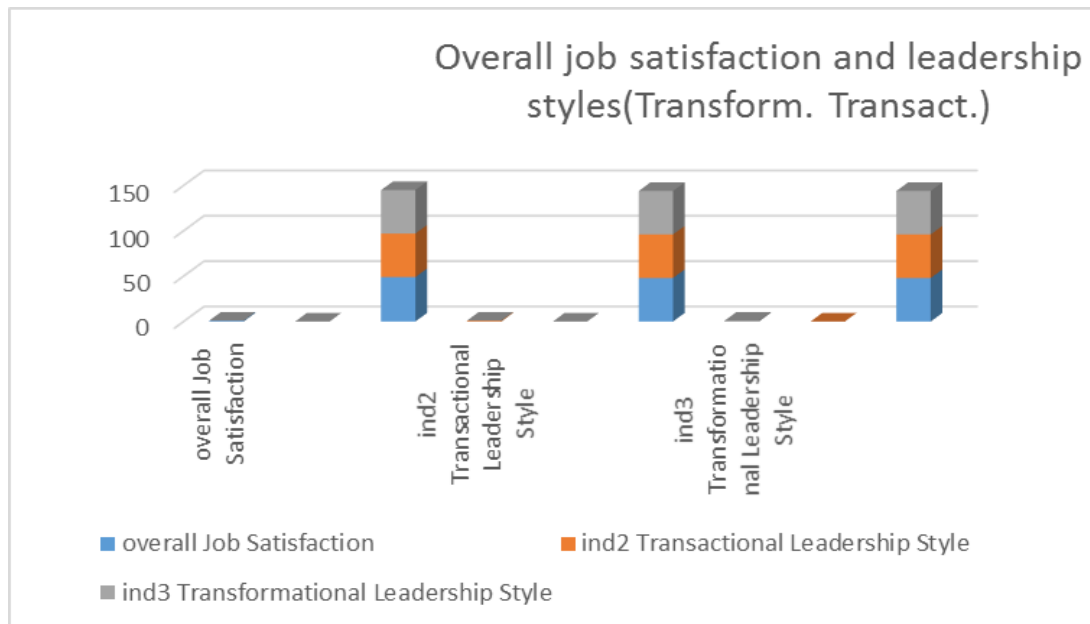


Fig. no (8) Overall job satisfaction and leadership styles (Transformational & Transactional Leadership Styles).

Results of study shows that there is a correlation between transformation and transactional leadership styles with the overall job satisfaction at the significant level of 49% for transactional leadership style and 47% of transformational leadership styles and in the same direction.

Table no (38) the correlation between the job satisfaction and employees' intention to quit

**Correlations**

		ind1 Job Satisfaction	ind4 Employee's Intention to quit
ind1 Job Satisfaction	Pearson Correlation	1	-.160-
	Sig. (2-tailed)		.277
	N	49	48
ind4 Employee's Intention to quit	Pearson Correlation	-.160-	1
	Sig. (2-tailed)	.277	
	N	48	48



The results of the study show no significance level between the job satisfaction and the employees' intention to quit in the 1<sup>st</sup> organization population sample. This can be analyzed that there are various reasons for having the intention to quit rather than the job dissatisfaction. In addition, most of the employees that we have interviewed answered the questions as follows: satisfied or neutral so this affected the satisfaction level and results were between satisfied and ambivalent level. Furthermore, we can add that there are some other reasons of keeping the job which can be specified under the economic status and the job market scarcity of vacancies and employment demands.

The Non- for- profit organizations have to succeed to fulfill the needs of the employees', needs to achieve their high satisfaction level and to decrease the rate of employees have the intention to quit. However, the employees' intention to quit may lead to a physical action to leave the job, which could lead turnover costs that might affect the organization budget. There are other consequences that the organization may lose high calibers and experience candidates and will pay for the recruitment cost for hiring a new candidate. To avoid all these consequences, organizations have to a suitable environment with a selected leadership style of leaders that suites the environment and let the employees have a smooth job environment which lead to their job satisfaction.

Selecting the leadership styles can obtain through the interviews and can examine by a structures type of questions that can analyze the leaders' behavior through a group of responses. These skills can be obtained through a group of training sessions for interviewers teaching them how to select a suitable leadership type that can fit with the organization and can fit with the employees' culture that cannot make conflict which leads to the employees' job dissatisfaction.

Table no (39) the correlation between Leadership styles and employees' intention to quit

**Correlations**

		ind4 Employee's Intention to quit	ind2 Transactional Leadership Style	ind3 Transformatio nal Leadership Style
ind4 Employee's Intention to quit	Pearson Correlation	1	-.286 <sup>*</sup>	-.260-
	Sig. (2-tailed)		.049	.075
	N	48	48	48
ind2 Transactional Leadership Style	Pearson Correlation	-.286 <sup>*</sup>	1	.729 <sup>**</sup>
	Sig. (2-tailed)	.049		.000
	N	48	48	48
ind3 Transformational Leadership Style	Pearson Correlation	-.260-	.729 <sup>**</sup>	1
	Sig. (2-tailed)	.075	.000	
	N	48	48	48

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

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

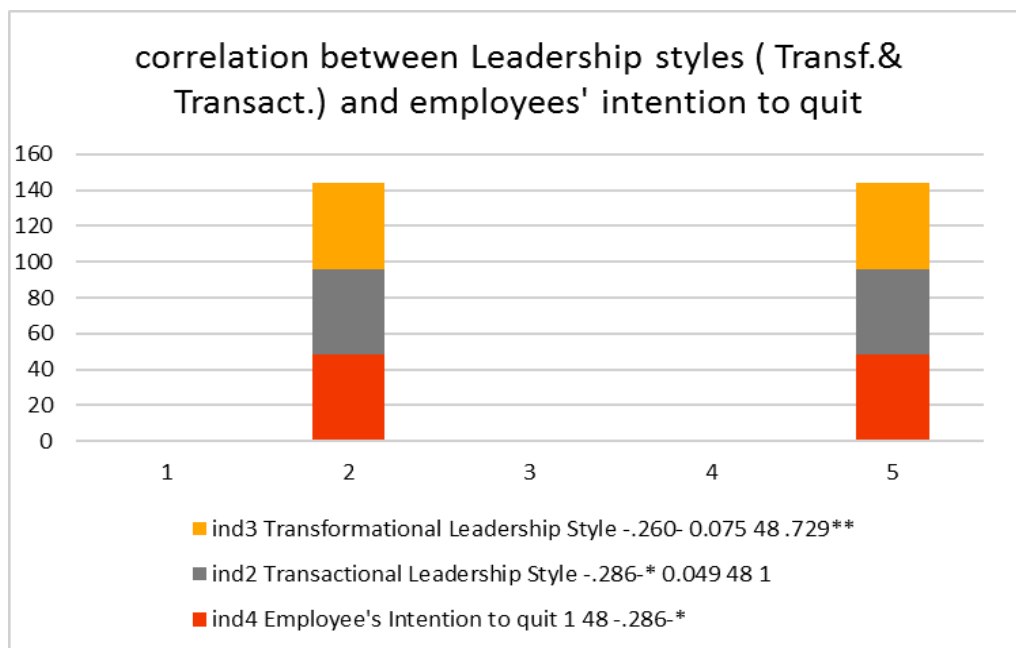


Fig. no (9) Correlation between Leadership Styles and employees; intention to quit

The results show that there is no significance level between the Transformational leadership style and the employee's intention to quit while for the Transactional Leadership style there is a significant level of 29%.

## **Chapter 6: FINDINGS, CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS**

### **6.1 Findings from the open ended responses of the respondents**

The open-ended questions gave us some data the study could not ignore in the analysis. It describes in details the how people think about the issue questioned. As it was not a yes or no question or even not just a scale-question but also they illustrated their point of view and why they chose the assigned scale.

These are some responses from the questionnaire that responding the part of employees' intention to quit from the organization that they are currently working in. When they were asked, if they have the intention to quit in the coming year for example, the study found different answers as follows; the responses that go with that they are having the intention to quit were summarized in the following responses; some of them saying that they have lot of liabilities and they usually work extra working hours to gain overtime fees to fulfill their family needs

Other responses concluded that if there any other better opportunity they will apply and will leave so at the time being they don't have the intention to quit (neutral) unless they can find a better opportunity. The responses that we have found when we asked, if you have the will to search for another opportunity outside the organization, that some responses go with agree to search for another opportunity inside the organizations and the reasons were as follows; there are still a lot of opportunities inside the organization, they still gaining experience from their work inside the organization however, some of them saw that they want to shift their scope of work from the administration scope to the more technical scope within the organization. Some of them saw that there are still a lot of experience they need to gain from within as long as they need a career growth.

For the people 1<sup>st</sup> organization did not agree with leaving the organization, they found that they were appreciated, like their supervisor, satisfying their initial requirement which is gaining experience and getting

trained on many tasks which is what is needed from the job in the current time for her. In addition to that, one response was that the job is suitable because it's near to their houses and have suitable working hours.

For people 1st organization go with that they have the intention to quit or searching for another job outside the organization, they also have their reasons for that; one of which is that he/she feel unappreciated and underestimated.

And another one said that she/he feels there would be better work environment in any other organizations in different field rather than the not for profit ones. There is another reason for leaving the organization, which is the bad relationship between the employee and their managers along with the head of the department. Some answers were that because they are not rewarded and no bonuses as expected.

## **6.2 Discussion**

Supervision, plays a key role relating to job satisfaction according to the direct manager's ability to provide emotional and technical support and guidance with job related tasks (Robbins et al.:2003)

In our case studies the relation between the employees and their technical leaders or supervisors is very important and considered a main source of their satisfaction towards accepting their job.

Supervisors were bringing the humanistic aspect of the job by being considerate towards their employees and contribute towards increasing the employees' level of job satisfaction, (Basset, 1994). As a result, the efficient and effective management is crucial to create a pleasant environment that employees need to have in the job environment. In addition to that, the leadership styles of the supervisors are affecting employees' job satisfaction.

### **6.3 Conclusion**

This section discusses the overall purpose of the study; which was constructed through questioning the employees in two different Not-for-profit organizations. This is that re-assess the relationship between the leadership styles in the organization and its impact on the employees' job satisfaction and whether it affects the employees' intention to quit or not. These two organizations are different in population. We have examined the overall job satisfaction in the two organizations and its relationship to the variable of leadership styles by examining the two leadership styles, which are transactional and transformational leadership styles. Another co-relation that has examined is the relation between the overall employees' job satisfaction and the employees' intention to quit. The final correlation is the assessing the relationship between the leadership styles and the intention to quit.

### **6.4 Recommendations**

Leadership is also required to ensure organization effectiveness by minimizing employee turning over within work groups. (Gil, Rico, Alcover, & Barrasa, 2005; Katzenbach, 1997).

According to Bass (1998), it is determined in the literature reviews that to lessen intentions to quit, Transformational leadership is a vital factor. It was initiate in a study by Martin & Eitropaki (2001) that an intention to quit reduces with the rise of Transformational Leadership. Regarding our results, the survey shows that the there is a significant relationship of 29% between the intention to quit and transactional while regarding the transformational leadership it shows no significance level which proves that case as mentioned by Martin & Eitropaki (2001) that to lessen intention to quit, Transformational leadership is a vital factor.

Medina, 2012 found that job satisfaction was strongly reversely correlated with the intention to quit and this relationship was intervened by satisfaction in the culture of the place of work. What Medina, 2012 study's showed is that should be further sightseen to considerate the

employees' turnover and job satisfaction; mainly in how job satisfaction and employee turnover link to the culture of the place of work (Medina, 2012).

According to the results found in our populations studied in the two not for profit organizations in Egypt, it's found that the insignificance level between the job satisfaction and intention to quit realized in the respondents' results however the literature reviews discussed that the job satisfaction as Medina (2012) found that job satisfaction was strongly reversely correlated with the intention to quit.

There is a contradiction in the Egyptian context is that there are some people are dissatisfied with their jobs but they don't have the intention to quit. This is due to different reasons. A group of questions was set if the respondent replied by his/her dissatisfaction but answers (no) that he/she does not have the intention to quit. Here will be an adequate number of reasons some of which are economic, social or may be related to the scarcity of job chances in the job market. These reasons can be observed from their open ended responses as well.

According to the responses of the employees working in both the not for profit organizations in their open ended answers, we can conclude that there are some reasons for employees to keep their job rather than having the intention to quit.

Discussing some responses extracted from the qualitative survey that was made with the same employees working in the organizations subject of the study, the research can co-relate their responses to the quotes used in the literature review and to link to our reasonable recommendation

Some responses saying that they have kids and they usually working after working hours and have a lot of work which does not suites their personal life and their family commitments to leave their jobs. This can be concluded that there are other factors that force them not to quit referring to economic status and family commitments

Other responses concluded that if there any other better opportunity they will apply and will leave so at the time being they don't have the intention

to quit (this matches with the score neutral in the scale) unless they can find a better opportunity. The responses that have found when asked if employee have the will to search for another opportunity outside the organization, that some responses go with agree to search for another opportunity inside the organizations and the reasons were as follows; there are still a lot of chances inside their organizations, they still gaining experience and hands on training from their work inside the organization however, some of them saw that they want to shift their scope of work but within the organization. Some of them saw that there are still a lot of experience they need to gain from within as long as they need a career growth and to gain know how.

For the people who don't agree with leaving the organization, they found that they are appreciated, satisfied in their jobs, satisfying all their current needs. Another responses concentrate that they don't think they can have a better opportunity outside their organization. In addition to that, one response was that the job suits her as a working mother and moreover it is very hard to find a new job now in the market.

Another reason to stay searching within the organization, is because she is happy with her job, and she feels that what she is doing an important role and want to improve her quality of work. In addition, another employee said that she has a specific target that she wants to accomplish before leaving.

For people who go with that they have the intention to quit and will search for another job outside the organization, they also have their reasons for that; one of which is that he feels unappreciated and underestimated.

And another one said that he feels there would be better work environment in any other organizations. There is another reason for leaving which is the bad relationships between the employee and their colleagues at work. Some answers were that they are not appreciated or motivated and no other promotional opportunities for better positions within the organization.

Since we found in the not for profit organizations in Egypt have different aspects and culture, they definitely need different recommendations. In response to that result, the recommendation to these not for profit organization in Egypt is to increase the awareness level of the employees working in their organization by the leadership styles that they are dealing with inside any organization. They have to let them know the leadership styles characteristics and what are the main objectives and beliefs of each type of leadership. Another important topic that top management of these organizations must be done to their employees that they need to be aware of how they benefit from these leadership styles each by its strength and to avoid confrontation and frustration by knowing the techniques that they can use in different situations

The Not-for-profit organizations have to succeed to fulfill the needs of the employees' needs to achieve their high satisfaction level and to decrease the rate of the employees have the intention to quit. However, the employees' intention to quit may lead to a physical action to leave the job, which is not a normal case in Egypt not for profit organization as found in our results, but may be in small scale and cases in the Egyptian not for profit organizations studied. The intention to quit in general could lead turnover costs that might affect the organization budget. Another consequence was that the organization might lose high calibers and experiences candidates and would pay for the recruitment cost for hiring a new candidate. To avoid all these consequences, organizations have to provide a suitable environment with a selected leadership style of leaders that suites the environment and let the employees have a smooth job environment which lead to a more job satisfaction level within the organizations.



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