



**Arab American University**  
**Faculty of Graduate Studies**

**The Impact of Practicing Transformational Leadership  
on Employees Job Satisfaction in the Municipalities of  
Jenin Governorate**

**Prepared by:**  
**Ali Mohammad Kamel Odeh**

**Supervisor:**  
**Aysar P. Sussan, D.B.A**

**This Thesis was submitted in Partial Fulfillment of the  
Requirements for the Master's Degree in Strategic  
Planning and Fundraising**

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## Approval Sheet

**The Impact of Practicing Transformational Leadership on Employees  
Job Satisfaction in the Municipalities of Jenin Governorate**

By

**Ali Mohammad Kamel Odeh**

This thesis was defended successfully on 16-3-2021 and approved by

**Committee members: Signature**

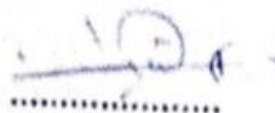
**Prof. Dr. Aysar P. Sussan**

Main Supervisor:



**Dr. Sharif M. Abu Karsh**

Internal Examiner:



**Dr. Atieh Musleh**

External Examiner:



## Declaration

I am the undersigned **Ali Mohammad Kamel Odeh**, holder of ID Card No. (902465293), I declare that, I know that I have been accepted in the Remedial Program for Master's degree in Strategic Planning and Fundraising, and that my acceptance doesn't mean, anyway, that I am accepted in Strategic Planning and Fundraising program.

I am also aware and I confirm that my acceptance in the program of Strategic Planning and Fundraising offered by the Arab American University-Palestine (AAUP) is fully depends on passing the remedial courses announced in the Strategic Planning and Fundraising program, with average (3) or higher.

Consequently, I declare that the Arab American University - Jenin is not responsible for my failure to meet the admission requirements for the Strategic Planning and Fundraising program.

Name: Ali Mohammad Kamel Odeh

Signature: Ali Odeh  
20-4-2021

## **Dedication**

I dedicate this scientific effort:

To my homeland Palestine, to the Palestinian people, to my family in the governorate of Jenin and my town Qabatiya.

To my dear wife .... Esraa Zakarneh.

To my dear daughters and my son.... Belqees, Muhammad and Maria.

To my sisters and brothers.

To every friend and brother.

## **Acknowledgment**

Praise be to Allah, who helped me to complete this study, and I extend my sincere thanks to everyone who helped me in carrying out this scientific effort, which I hope will be a scientific reference for the researchers, My special gratitude and thanks to my supervisor:

### **AYSAR P. SUSSAN, D.B.A**

For his challenge, guidance, monitoring and prodding during every phase of this thesis. His suggestions and demands kept me on the finishing track of this study.

I would also extend my sincere thanks and appreciation to the members of the discussion committee for reading and evaluating this thesis.

I would also like to thank all those who helped me accomplishing this study, those who provided information, who guided me, especially My colleagues at the Arab American University.

## Abstract

A quantitative study aimed to measure the impact of practicing transformational leadership on employee's job satisfaction in the municipalities of Jenin Governorate. To achieve the objective of the study a questionnaire was conducted and approved to measure the level of practicing the transformational leadership style and the level of job satisfaction for employees, which were consisted of 16 municipalities. The sample size is (250), which was chosen randomly from a population of (713) employees. The data was analyzed via the statistical analysis tools program SPSS. The final results of the research showed leaders and managers of the municipalities in Jenin Governorate are practicing the transformational leadership style with a moderate degree, and employee's job satisfaction with a high degree level. Results showed that the practice of transformational leadership style has an impact on job satisfaction of employees through three dimensions of transformational leadership: inspirational motivation, individual consideration and empowerment at significance level (0.05). Result concluded that there is a strong significant relationship between practicing transformational leadership on employees' job satisfaction in the municipalities of Jenin Governorate.

**Key words:** Leadership, Transformational Leadership Style, Job Satisfaction.

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# **Chapter One**

## **Introduction**

### **1.1 Background of the Study:**

Municipal leadership is considered as heads of local government elected in the areas of its existence that are subjected to the Ministry of Local Government laws as the importance of such institution stems from its critical role in supervising all of the municipalities departments, supervising several institutions and centres within its geographical borders, in addition to carrying out significant tasks and responsibilities by providing many different services to the population moreover, stated that municipal administration differs from one municipality to another in the followed leadership style since it has a different impact on the overall work and performance of the municipalities and a significant impact on the outcome of the provided services to the population ( Abu Shammaleh, 2010).

Despite the fact the municipalities are following specific lines, in real life some employees, in different institutions, have job dissatisfaction due to the low income, placement in an inappropriate position, lack of capabilities, low incentives bonuses, unjustifiable salary scale and the municipal administration attitude toward them which are negatively impacted and affected their working efficiency levels, as a consequence added the quality of the municipality administrative performance and the quality of the provided services to the population are negatively affected (Ishteyiah & Habbas, 2004).

In general, one of the factors of employees' job satisfaction is the leadership and supervision style, good handling, respect and appreciation of employees for their efforts

and achieving justice in relation to their promotions, placing the appropriate employee in the right place on objective foundations based on the scientific qualifications, competence and justice.

In particular, since municipalities have a great importance in the life of the Palestinian society, the role of its employees and human resources have a remarkable importance due to the fact that they are regarded as the backbone and the vital nerve of the municipality achievements, work and the continuity of this important institution. In the matter of fact, without their work there will be no existence for municipalities with their different administrative, scientific and professional groups. Therefore, in this study the researcher tried to study the impact of the practicing of transformational leadership on the employees' satisfaction level in Jenin Governorate, in addition, taking into consideration other factors that may affect employees' satisfaction.

Moreover, the importance and the purpose of the research have emerged to identify the job satisfaction level for the employees of the municipalities in Jenin Governorate and the impact of the transformational leadership style on their job satisfaction level by studying the impact of practicing transformational leadership on employees' satisfaction in these 16 municipalities which are considered as the most important private and local institutions due to its critical and vital role in the lives of the people in this region.

Despite the fact that the leadership of the municipalities and employees work directly to meet the needs of the local community, it requires further research and study to identify employees' satisfactions level, the current leadership style of the municipalities, the role and the impact of the dimensions of transformational leadership

on employees satisfaction taking into consideration all the other factors, namely; salary, job nature, job growth and advancement, job stability, colleagues in work, working conditions and environment, leadership style and supervision (Mohaisen , 2004)

The title of this research is The Impact of Practicing Transformational Leadership on Employees' Job Satisfaction in the Municipalities of Jenin Governorate. The general question of the research is: What is the impact of the practicing transformational leadership on employee's job satisfaction in the Municipalities of Jenin governorate?

## **1.2 Statement of the Problem:**

The environment of the operating services sector, such as local bodies and municipalities, has a responsibility of an enormous size of needs for the population, as they are facing an alarming rate of growing population, therefore it is required to build an edifice within the municipal institution, coherent and connected with the unified goals and objectives, having harmonized ideas and approaches in order to face the challenges of the vast amount of needs and projects that the population needs, in spite of the limited and weak financial resources, this can only be achieved through the presence of a conscious leadership that takes an appropriate leadership style, such as the transformational pattern that works to raise the level of workers and employees in the municipalities (Wates, 2000).

The core of the institution is mainly based on building the workforce and achieving a high level of job satisfaction, as it is the centre of activities and the basis for creativity since it has a great importance in establishing affiliation with the organization and increasing productivity (Alshahrey, 2003).

The municipalities in Jenin Governorate are facing many challenges, including weak financial resources and the increasing needs of people in all fields, whether in paving roads, building schools, health and sanitation centres, organizing markets, providing water and electricity services. Therefore, there are a huge need to a qualified human resource that work with all their capabilities to sustain these services, as there is a direct relationship between productivity and employees' satisfaction, the higher level of employee satisfaction, the greater is the productivity (Local Government Magazine, 2019). <http://www.molg.pna.ps/Minister.aspx?lang=2>

Based on the literature above, the problem of the study is to investigate the impact of practicing transformational leadership dimensions; Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Empowerment, on the employees' job satisfaction level in the municipalities of Jenin governorate, 16 municipalities, namely; Jenin, Qabatiya, Al-Yamun, Zababdeh, Arabeh, Ya`bad, Silat al-Harithiya, Kafr Dhan, Kafr Ra`i, Ejja , Barta'a, Silat Al-Dhahr, Maithaloun, Marj Ibn Amer, Burqeen, Jaba.

### **1.3 Purpose of the Study:**

The research aims to know:

1. The reality of practicing transformational leadership in the municipalities of Jenin Governorate, and the level of transformational leadership dimensions which are: (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Empowerment, from municipalities' workers' point of view.

2. The employees job satisfaction level in the municipalities of Jenin Governorate in terms of job satisfaction: (nature of Job , wages satisfaction, leadership style and supervision, job conditions / work environment, job colleagues, job stability, growth and career development ) , from the municipalities' workers' perspective and reveal the differences in the estimation of the employees municipalities of Jenin Governorate , in regard to the following variables; gender, educational qualification, age, number of years of service, job title and income level.
3. The impact of practicing transformational of leadership on employees' job satisfaction in the municipalities of Jenin Governorate from the point of view of subordinates and to know the result of the relationship between the transformational and employees job satisfaction in the municipalities of Jenin governorate.
4. To know the most influence of transformational dimension leadership on employees' job satisfactions in the municipalities of Jenin Governorate.

#### **1.4 Significant of the Study:**

The study results would be useful to:

1. The importance of the study lies in the fact that it deals with the relationship between two topics of great importance in the literature of the administration; transformational leadership and job satisfaction in a very important sector, which are the municipalities that has a great responsibility in supervising, managing, providing services and projects for all region residents.



2. Contribute in assisting the managers and heads of the municipal departments under the field of study in identifying the level of practice for the dimensions of the latest leadership styles, which is transformational leadership.
3. Contribute in assisting the managers and heads of the departments in the municipalities subject to the field study in identifying the level of employees' satisfaction and identifying tools and methods of measuring it and drawing their attention to its importance and its effects on the working individual and the municipalities themselves.
4. Contribute to enriching the Palestinian library, as far as the researcher knows that this is the first study in Jenin governorate that covers this topic.

### **1.5 Research Questions:**

Based on the explained study problem above, the study investigated the following questions by distributing a questioner among Jenin Governorate 16 municipalities' workers.

1. What is the level of practicing the transformational leadership in the Municipalities of Jenin Governorate from the point of view of subordinates?
2. What is the level of job satisfaction employees in the municipalities of Jenin Governorate?
3. What is the impact of practicing the transformational leadership on the level of job satisfaction employee is in the municipalities of Jenin Governorate?
4. What are the most influential factors that contribute to the relationship between transformational leadership and job satisfaction?

## **1.6 Variables of the Study:**

The following dependent and independent variables from the foundation of this study.

All hypotheses were tested at the 0.5 level of significance.

### **1.6.1 Dependent variables:**

The dependent variable is the measure of job satisfaction done by the transformation leader expressed mathematically by the letter (Y).

### **1.6.2 Independent variables:**

The study contains five independent variables.

- First variable – Idealized Influence.
- Second variable – Inspirational Motivation.
- Third variable – Intellectual Stimulation.
- Forth variable – Individual Consideration.
- Fifth variable – Empowerment.

Each independent variable was given an equal weight.

### **1.6.3 Control variables for job satisfaction:**

The study contains seven control variables:

- First variable - Nature of Job.
- Second variable - Wages.
- Third variable - Type of Supervision.
- Forth variable - Working Conditions.
- Fifth variable - Social Relations in Workplace.

- Sixth variable - Job Stability.
- Seventh variable - Growth and Career Development.

Each control variable was given an equal weight.

### **1.7 Model of Study Variables:**

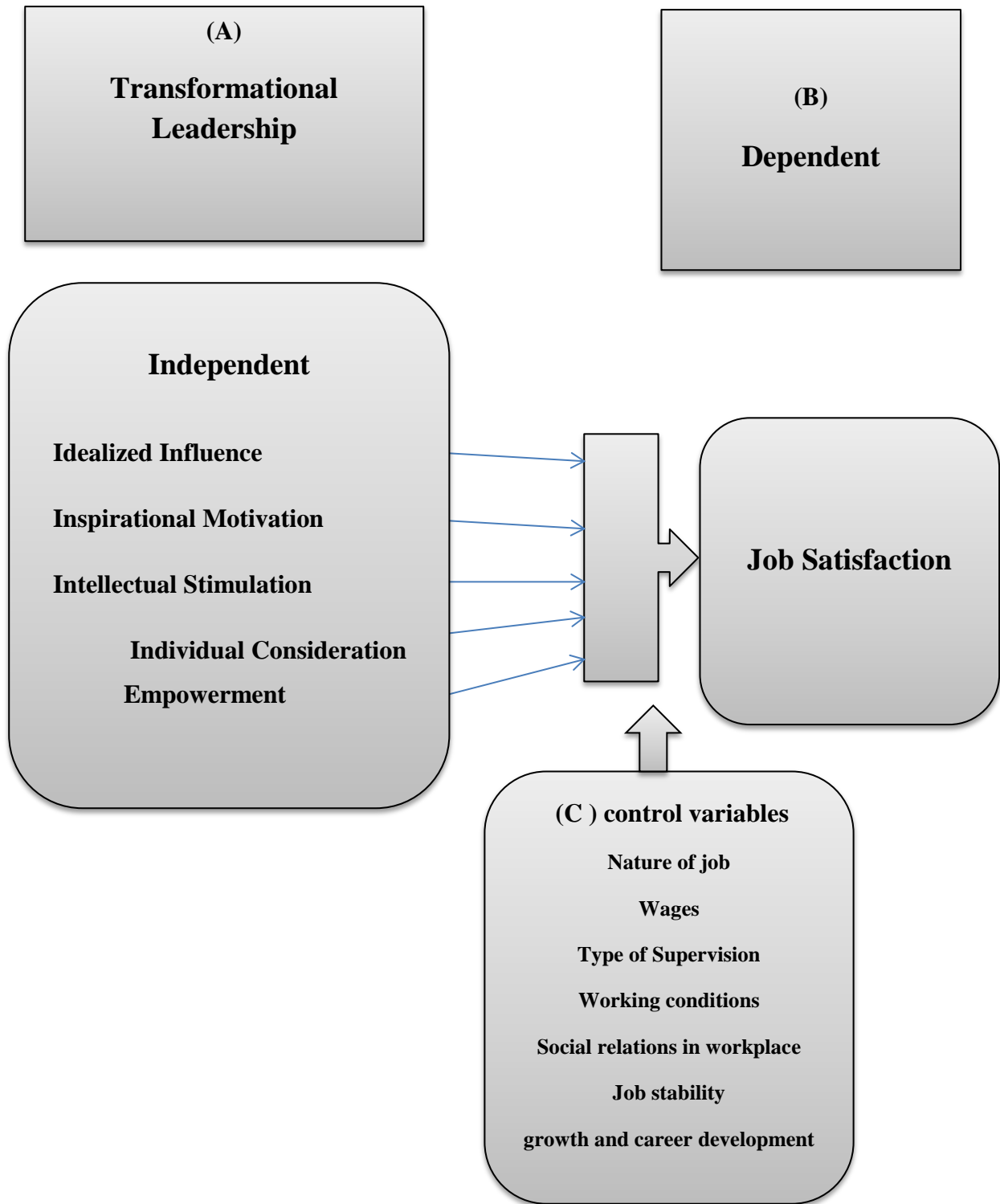
The model consists of the basic structures that represented:

(A) The first concept independent variables: (transformational leadership dimensions),

(B) The second concept dependent (job satisfaction ),

(C) The third control factors variables effect on job satisfaction.

The research model was designed by the researcher as follows:



**Figure (1) Model of the Study Variables**

**Source:** (prepared by the researcher)

## 1.8 Hypothesis:

1. H0-1: There is no significant relationship between transformational leadership and job satisfaction level for the municipalities of Jenin Governorate employees.

Ha-1: There is a significant relationship between transformational leadership and job satisfaction level for the municipalities of Jenin Governorate employees.

2. H0-2: There is no significant relationship between idealized influence dimension and job satisfaction level for the municipalities of Jenin Governorate employees

Ha-2: There is a significant relationship between the idealized influence dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

3. H0-3: There is no significant relationship between the inspirational motivation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Ha-3: There is a significant relationship between the inspirational motivation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

4. H0-4: There is no significant relationship between the intellectual stimulation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Ha-4: There is a significant relationship between the intellectual stimulation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

5. H0-5: There is no significant relationship between the individual consideration dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Ha-5: There is a significant relationship between the individual consideration dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

6. H0-6: There is no significant relationship between the empowerment dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Ha-6: There is a significant relationship between the empowerment dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

7. H0-7: There is no impact of the control variables: (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability and growth career and development) on the relationship between transformational leadership and job satisfaction.

Ha-7: There is impact of the control variables (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability and growth career and development) on the relationship between transformational leadership and job satisfaction.

## 1.9 Study Limitations and Delimitations:

The current study was conducted regarding to the following limitations.

1. **Objective limit:** The current research was limited to measuring the level of practice of transformational leadership dimensions, and the impact of it on job satisfaction level and the relationship between them, in addition to the investigate all of job satisfaction factors.
2. **Humans limit:** The current research was limited to the employees in Jenin Governorate municipalities and their number is (713).
3. **Spatial limit:** Jenin Governorate municipalities.
4. **Time limit:** This research was carried out in June 2020.
5. **Tool limit:** questionnaire.

Whereas, the research de-limitations could be concluded with:

1. The researcher and his family had been affected with Covid-19 virus which made it impossible to him to move between municipalities.
2. Lack of public libraries.
3. Lack of resources.
4. Some of the study participants felt scared to participate.

## 1.10 Definitions of Terms:

**1.10.1 The Palestinian Ministry of Local Government:** It is a government institution whose goal is to draw up the general policy for the work of the councils of Palestinian local bodies, to supervise the functions of these councils, to organize public projects,

and to work in budgets, financial, administrative, legal control and the procedures for forming these councils (Ishteyiah & Habbas, 2004).

**1.10.2 Jenin Governorate:** It is an administrative region called a governorate, and it is considered a new institution with the advent of the Palestinian Authority at the end of 1995 AD. It is distinguished by its average geographical location in relation to historical Palestine, but its location within the framework of the lands occupied Palestine in 1967 AD - the West Bank - it is located in the far north of the West Bank with a population estimated at (332,050) people and its area is about (592) km. There are 78 administrative units on the governorate land (16) municipal councils, (24) village councils, and (38) projects committees." (Habash, 2006, p. 28).

**1.10.3 The Municipality:** It is a civil institution with financial and administrative independence, modernizing, abolishing and defining its borders, region, functions and powers within the provisions of the Municipalities Law and is managed by a municipal council elected by the citizens of the town (Aqili, 2004).

**1.10.4 The Mayor:** He is the highest authority in the municipality that is directly elected from among the members of the Municipal Council, and he manages all the affairs of the municipality, direct the municipal council meetings, signs all municipality transactions, receives a monthly salary commensurate with the municipality classification, and heads the knowledge committee in the city or town (Lahlooh, 2007).

**1.10.5 Municipality Employees:** All employees who are subject to the authority and administration of the mayor, its director and heads of departments (Aqili, 2004).



**1.10.6 Job Satisfaction:** Some believe that it is a feeling of happiness that results from the individual's perception of the job, as these feelings give the job a value represented by the individual's desire to work and what surrounds him. Others see that job satisfaction is the feelings of employees towards their jobs as these feelings are generated by their awareness of what these jobs offer and what they should get from them. Others see that job satisfaction is a multi-dimensional concept that is the total satisfaction of their supervision that the employee derives from his job and the work group he works with, his superiors who is subjected to their supervision as well as the institution and environment in which he works. (Al-Dosari, 2010).

**1.10.7 Transformational Leadership:** A style of leadership in the modern era. The leader is represented by a number of characteristics, behavioural skills, and administrative practices practiced by senior managers, heads of departments and interests, and every head of a department, branch, or supervisor in an administrative unit of the institution under study in which they can influence the behaviour of subordinates, to coordinate their efforts and relationships, encourage them to believe in the vision and mission of the institution , motivate them and excite their energies and creativity creative capabilities and their development and upgrade their level and their empowerment to make positive changes in their performance, to ensure their voluntary response to restricting the goals of the institution, accepting its mission, and raising their morale in a way that contributes to improving their job satisfaction level (Avolio, 2009).

## **Chapter Two**

### **Literature Review**

#### **2.1 Introduction:**

The success of the administrative process in institutions is based on the efficiency and effectiveness of its leadership, which is why researchers are interested in its functional role, especially in the light of rapid technological developments and the significant advances in globalization, which has led to a marked change in the role and functions of leadership and increased the need for successful leadership in institutions in order to be able to meet various challenges and overcome difficulties that may hinder the work of these institutions (Jad- Alrab, 2012 ).

Leadership generally reflects the leader's relationship with his\her team, and this relationship pattern determines the extent to which the team's efforts can be directed and its energies utilized to achieve the objectives of the institution (Al-shanti, 2017). Thus, according to Al-shanti (2017), a successful leadership seeks to stimulate and motivate the efforts of the team members and coordinate their directions towards work to accomplish with remarkable efficiency and effectiveness.

Therefore, the effectiveness of leadership depends on the objective description of the institution's external and internal work environment and the study of its characteristics and factors affecting it, as well as the study of the institution's climate, strategy, tools and technological techniques used in it because the work environment plays a major role in generating ideas and achieving cooperation between the institution's employees (Hunter & Cushenbery, 2011).

Successful leadership stimulates the creative behaviour of team members by providing a collaborative environment based on a respectful and collaborative exchange of views in order to achieve creativity in the work, thus identifying the directions taken by the employees of the institution (Abo Namous, 2016).

As for Tims and others (2011), the role of the leader is to create a climate in the work environment that encourages employees to perform their functions efficiently and cooperatively. Based on which, leadership promotes the effective participation of employees in the work and endeavours to achieve the principle of collective responsibility (Tims et al., 2011).

In addition, leadership requires a high level of effectiveness and influence over others in order to adhere to the institution's values and ethics due to the fact that achieving the institution's objectives accurately and perfectly stems from the organization's true belonging and the employees' being the key part of the organization and an important element for its success and continuity (Schaubroeck, Lam & Peng, 2011)

## **2.2 Leadership Definitions:**

The term leader has been known since 1300 B.C. as the person who gives orders to subordinates who have the duty to execute these orders (Al-Tarawna, 2012). The history of leadership pronunciation and its emergence in English Dictionaries dates back to only 200 years, and it is defined as the influence of a member of the group, who is called the leader on the rest of the group, to achieve a certain goal cooperatively ( Al-Tarawna, 2012).

Stogdill (1948) criticisms of the leader trait field concerned the lack of evidence the cross situational consistency of leadership. Specifically, he stated that "... persons who are leaders in one situation may not necessarily be leaders in other situations" (p. 65).

Whereas, the type of leadership varies depending on the group's activity, including political, military, religious, financial, commercial and administrative activities (Gabain, 2009). Therefore, Gabain (2009) added, leadership targets methods that affect the behaviour of others to ensure that the objectives are achieved with quality and mastery. Thus, some consider leadership to be an important management function in institutions, the core of the management process, and a perfect quality process that works toward high-level goals (Gabain, 2009).

Leadership is important in all of the human beings' life, so the definitions of leadership have varied with different views of scientists and researchers because of their different intellectual approaches and cultural backgrounds, and the nature of the institutions through which a definition of leadership is concluded (Abo Namous, 2016).

Northouse (2010), once expressed leadership as "a process through which one individual influence a group of individuals with the aim of achieving common goals"

While, Yukl (2006) defined it as "a process characterized by the ability to influence the attitudes and values of followers, which facilitates activities and improves relations among them".

Whereas, Najm (2012) defined leadership as a "three-dimensional complex phenomenon where its operations and influence are shaped by the leader, subordinates, and position".

As for Al-Hariri (2012) defined it as "the ability to influence the behaviour of members of the group, coordinate their efforts and guide them to achieve their goals".

Jad Al-Rab (2012) has defined it as "it guides individuals and explains the various organizational positions that are of interest to them in the field of work, and that it is working on time programs to achieve the institution's objectives".

From the researcher's point of view, the definitions differed depending on the stage that was introduced. Some researchers focused on the social dimension in their definition of leadership while others focused on the qualities of the leader. The researcher defined it as a collaborative process based on the existence of a group, which one of its members has an influence on the behaviour of the other individuals in order to achieve the objectives of the institution with efficiently and effectively.

### **2.3 Elements of Administrative Leadership:**

There are fundamental elements that determine the effectiveness of successful administrative leadership identified by Abo Namous (2016) as the following.

- **Leader:** A distinguished member of the group with a personal charisma that enables him to influence and obtain the obedience of others and is responsible for decision-making for the rest of the group.

- **Community:** A group of individuals working in a particular organization influenced by a member called the leader, members of the group who obey him\her and execute his\her orders.
- **Objective:** The goal that the group seeks to achieve through the guidance of the leader.
- **Position:** The environment where leadership is exercised, and it is a circumstance which the leader's influence on the members of the group occurs.
- **Impact:** The leader's behaviour in provoking the efforts of the group members and coordinating their efforts to achieve the objectives of the organization.

The researcher believes that the leadership process is a reciprocal relationship between the leader and the members of the group based on the principle of cooperation and respect in order to achieve the objectives of the institution in circumstances and situations in which the leader exercises his ability to influence others and determine their roles and tasks in the work.

## **2.4 Dimensions of the Leadership Process:**

The effectiveness of leadership reflects a process of multiple dimensions identified by Abo Al-Naser (2012) as the following.

- **Characteristics of a leader:** A set of personal, professional and functional characteristics that a leader has.
- **Characteristics of subordinates:** Characteristics of the group are their expectations, practical experiences, and the quality of the relationship between them.

- **Standing factors:** The nature of the institution's work, the system of salaries and bonuses, and the characteristics of the resources available in the institution.
- **The institution's objectives:** the results that the institution seeks to achieve through its materials and human resources.
- **Information and feedback to the institution:** the result of the interaction between the leader and the subordinates and the availability of data for them in this regard.

## 2.5 Qualities of Successful Leader:

One of the most important qualities that must a leader acquire in order to achieve effectiveness and success in leadership as identified by Dany cex and John Hoover (2016) after studying the qualities of a group of administrative leaders summarized by Buhti,(2016) as the following.

- Mental and intellectual strength and intelligence.
- The strength of character and the ability to influence others.
- High activity and seriousness at work
- The ability to accomplish the priorities of the work.
- Having the courage and audacity to work and bear all the consequences.
- Self-motivated work for excellence and creativity.
- Being ambitious and optimistic and having a deep vision for the future.
- The ability to make the right decision in a timely manner.
- Calmness and balance in problem-solving and decision-making.

### 2.5.1 Leader's sources of strength:

The leader derives his\her ability to lead from several sources classified by Jebrini (2016) as the following.

#### **First: The official authority of the leader:**

It is the power that the leader derives from his\her position in the institution, and the manifestations of this power are:

- **The power of reward:** A material or moral reward is given by the leader as a result of the group members doing their job as required.
- **The power of coercion:** It comes from fear, intimidation, and the expectation of punishment by the leader as a result of incompetence and failure to perform the job properly.
- **Legal authority:** It is the power of the official position held by the individual in the institution and is derived from the official powers granted to him by the institution.

**Second: The power of influence:** It is related to the character and qualities of the leader and comes from the personal charisma he\she owns and has nothing to do with his\her position in the institution, its manifestations include: Jebrini (2016)

**The power of admiration:** It is the power that a leader receives as a result of the subordinates' admiration of him\her and the way he\she thinks and it provides him\her with an appeal that enables him\her to be obeyed by subordinates.

- **Human skills:** the leader has the skills and abilities to deal well with subordinates, considering their feelings, and understand their circumstances.



### **2.5.2 The difference between the leader and the manager:**

Some believe that the term leader is the same as the manager or that they are synonyms, while there is a difference between these two terms (Abo al-Naser, 2012). On one hand, a leader is a member of the group distinguished by personal and professional characteristics that enable him\her to direct and coordinate the appropriate activities of the members of the group to accomplish them collaboratively with the aim of creativity, excellence and innovation, he\she also depends on his\her self-confidence, abilities and experiences in the management of his\her team and group (Abo Al-Naser, 2012). On the other hand, a manager is the person who plays a specific role within the organizational structure of the institution and is considered as a job title obtained through the organizational structure of the institution whose purpose is to manage the employees to achieve the objectives of the institution for which they work, although this role gives the manager an official authority, there are managers who are unable to lead (Abo Al-Naser, 2012). Hence, we can say that every leader is a manager but not every manager is a leader (Abo Al-Naser, 2012)

## **2.6 Leadership Approaches and Theories:**

### **2.6.1 Attributes approach:**

According to Al-Jaroudi (2011), the attributes approach is one of the oldest theoretical approaches in the study of leadership. It is based on the principle that the leader is born and not made and must have a personal charisma that attracts others and influences them to obey him willingly. These personal characteristics of the leader are genetically inherited and acquired in his\her family and social upbringing. The theories of this approach are:

### **2.6.2 The great man theory:**

This theory was presented by the philosopher Thomas Carlyle in the 19th century, when he asserts that the leader has qualities and characteristics that distinguish him\her from others. The leader is one of these great men who appear in society have extraordinary and distinctive talents and abilities that make them leading members of society in different situations where they are exposed to (Al-Jaroudi, 2011).

### **2.6.3 The attributes theory:**

This theory is similar to the theory of the great man, and its principle is that leaders were born with a number of genetic characteristics that make them successful in leading ship, including intelligence, honesty, self-confidence, responsibility, ambition and decision-making ability (Al-Shabanat, 2013). Therefore, these attributes are inherited only and cannot be learned, and then evolved into the concept that the leader is distinct from the rest of the individuals because he\she has certain characteristics exclusively (Al-Shabanat, 2013).

The concept of this theory is based on the fact that success in leadership depends solely on the characteristics of a leader's personality, and the availability of such attributes in a person makes him a successful leader capable of understanding and influencing members of his\her group (Yusuf, 2017).

### **2.6.4 Behavioural approach:**

The behavioural approach, as Al-Shabanat (2013) stated, has emerged as a result of the inability and inadequacy of the attribute approach to provide a clear basis for leadership. One of the assumptions of this approach explains that leaders are made not born contrasting the attributes approach. The behavioural approach is an extension

of the human relations movement in leadership where a successful leader has a well-known and learnable attitude (Al-Shabanat, 2013). This approach is consisted of the following theories;

#### **2.6.5 XYZ Theory:**

This theory is based on the fact that the leader deals with individuals at work based on two sets of assumptions that show that there are views of individuals (Al-Shabanat, 2013). The first set (x) is called a pessimistic theory that assumes and focuses heightened supervision and penalties (Al-Shabanat, 2013). The second set (y), an optimistic theory of work and often comes in strategic works and highlights motivation (Al-Shabanat, 2013). Accordingly, the assumptions X and Y can be summarized as the following.

##### **Assumptions (x):**

This theory assumes that individuals are grumbling at work, assuming work is hard, and the worker is lazy in nature and does not like to work; individuals like to supervise and guide and do not tend to hold responsibility and that wages and money motivate people to work (Al-Shabanat, 2013).

##### **Assumptions (y):**

While this theory assumes that the achieved goals are a result of the incentives associated with achievement, the employee has a great capacity for creativity and innovation and that the threat of punishment is not the appropriate way to stimulate the efforts of individuals and motivate them to achieve the goals, but rather what encourages and motivates them is consultation, cooperation, and collective work (Al-Jaroudi, 2011).

**Assumptions (Z):**

It is a mix of practices, which ensure a healthy blend of systems and the freedom to perform at the work place is likely to motivate the employees more. This mix of practices usually requires technology, into your HR systems, to be realized completely.

Theory Z builds on Theory Y of motivation at the workplace. Here the focus is on ensuring that your company has a strong set of values, and offers long-range approach to training and development and a highly participatory style of management.

Lee, (1982), takes credit for coming up with Theory Z after conducting a comparative study between Japanese management(job security, group decision-making, social cohesion & holistic concern for employees) and American management (individual freedom, risk taking & quick decision-making) management practices.

Under this theory of motivation, your employees are:

1. Seldom fired from the workplace
2. Encouraged to participate in the company's- decision making process
3. Assimilated into one common company culture

**How does theory Z managers behave?**

In theory Z of motivation at the workplace, your managers stress on:

1. Mutual trust between members of your organization, as it is said to help reduce conflict and encourage teamwork.
2. Subtlety and sensitivity to other's issues, as it is linked to higher productivity at the workplace

3. Concern, support, and disciplined unselfishness

### **Popular verdict on theory Z**

While this is believed to be the most evolved theory of motivation, it does have its flaws:

1. It allows employees to be disloyal to the company, even after getting job security
2. Since the theory does not prescribe any particular organizational hierarchy, it could lead to chaos at the workplace (Al-Shabanat, 2013).

### **2.6.6 University of Iowa study: (1939)**

This study was conducted at the beginning on the bases of the behavioural leadership approach, focused on the study of leadership patterns, the experiments of the study were conducted by Lewin, Lippit and White (1939), professors in social psychology at the University of Iowa. It is one of the pioneering experiences that has demonstrated the importance of the behaviour of the leader. There were three patterns of the leader's behaviour (Lewin et al., 1989).

1. **Autocratic style:** According to the results of the Iowa study, the group's production in this pattern is high and the degree of innovation is low, and the leader is required to be in the workplace.
2. **Democratic style:** The results showed that the motivation to work in this pattern is great and more than the autocratic pattern, while the productivity of the work was less than the autocratic pattern.

3. **Free style:** In this style, the leader did not do any guidance or any action unless he is asked, and the productivity and motivation in this pattern were lower than the autocratic and democratic patterns.

#### **2.6.7 Ohio University study: (1945)**

A group of researchers studied leadership behaviour, their studies are considered as the most comprehensive and accurate about leadership behaviour, and this study found two axes or dimensions that would determine the behaviour of the leader (Warrick, 1981) :

- **Orientation towards the profession:** This represents a leadership style that tends to take the initiative to define and organize the work and determine the requirements of employees in order to achieve the objectives of the institution in the best way.
- **The Corporate (understanding and considering the feelings of others):** This pattern aims to achieve the personal and collective goals of the individuals and creates an atmosphere of friendship and trust between the leader and individuals and the leader's respect for the thoughts and feelings of others.

This study demonstrated that the behaviour of a successful leader can combine these two dimensions simultaneously to achieve collective and collaborative satisfaction and achievement of work (Warrick, 1981).

#### **2.6.8 Managerial grid model:**

According to Elsbend (2010), This theory was concerned with the leadership models developed by Robert Blake and Jane Mouton. They suggested a theoretical

vision of leadership concerned with production and workers and the extent of interaction between them, and they designed a model called the managerial grid which is two horizontal axes that express the extent of interest in production, and vertical expresses the extent of interest in the worker; each axis was divided from 1 to 9 degrees and at each meeting point there is a pattern of leadership and they are as the following;

**(1.1) Free management:** There is a low concern for both production and worker.

**(9.1) Authoritarian management:** It has a high concern for production and a low concern for the worker.

**(5.5) Moderate management:** With an average concern for production and factor.

**(1.9) Club management:** It has a low concern for production and a high concern for worker.

**(9.9) Team Management:** The best style of leadership because it has a high concern for both production and workers.

#### **2.6.9 Continuous Line Theory:**

It is a theory defined by Tannenbaum and Schmidt and this theory focuses on the relationship between the leader and the workers on a continuous straight line, at the left end of the line is the behaviour of the autocratic leader and at the right end of it the behaviour of the democratic leader, which determines the leader's relationship with subordinates, whether it is autocracy or democracy, is the extent of the freedom that a leader gives to subordinates (Abo Namous, 2016).

This theory suggests that effective leadership behaviour is tailored to the situation and the extent of freedom that a leader gives to subordinates, as the leader does not choose a style of leadership dictatorial or democratic, but rather the leadership position that compels him to do so, so the leader must be flexible and fit with the leadership position in order to achieve effective leadership (Abo Namous, 2016).

As Abo Namous (2016) pointed out, this study found that team spirit and interactions prevailed among individuals in the democratic pattern, while there were conflicts and a lack of social interactions in the autocratic pattern, and for the free style the level of productivity was low and morale was low compared to other patterns.

#### **2.6.10 The 3-D leadership model:**

This theory was introduced by William Reddin, and he adopts the idea of leadership efficiency, which is the scope of influence that a leader can have on others (Yusuf, 2017). There are three dimensions to this scope, namely task-orientation, relationship-orientation and effectiveness (Yusuf, 2017). Four types were extracted from this theory, categorized by Yusuf (2017) as:

1. **The dedicated leadership type:** the type in which high attention is paid to work.
2. **The relationship-oriented leadership type:** it is concerned with strengthening the relationship with employees.
3. **The integrated type:** this style is highly concerned with both the job and employees.
4. **Isolated leadership type:** it pays attention neither to the job nor to the employees.



### 2.6.11 Employees maturity model:

As Abo Al-Naser (2012) stated, this theory was purposed by Hersey and Blanchard with an argument that leadership behaviour varies according to the difference in the degree of maturity of employees and the extent of their acceptance to job and job performance required from them. Hersey and Blanchard identified four levels of maturity of the employees, which differ in terms of concentration on the performance of tasks and the relations between them, and about the leader who has to coordinate these levels, and they are as Abo Al-Naser (2012) categorized:

1. **Low maturity:** at this level, the new employee joins the organization, and the leader must follow the behaviour of directing this employee to take care of the required duties.
2. **Elementary medium maturity:** the employee may have acquired some skills and experience, but their confidence and abilities are still low, so the leader should continue to direct them by following the behaviour of persuasion and influence.
3. **Advanced medium maturity:** the employee at this level is ready to perform their duties as required without guidance from the leader and that the leadership behaviour that the leader must follow at this level is to pay attention to relationships between employees to become characterized by trust, respect and cooperation to get the job done.
4. **High maturity:** at this level, the employee is able to take responsibility for the work and accomplish it alone without any guidance from the leader. The role of the leader at this level is low and he must follow the behaviour of granting power and privileges to employees who have been able to reach this level.

### **2.6.12 The transactional leadership:**

According to Burns (1978) Transactional leadership refers to the bulk of leadership models which focus on the exchange that occur between leaders and the followers. In this model, the leader builds his/her behaviour upon the contingent reinforcement, negative and positive in order to increase the performance level of individuals and adjust their track when deviating from the performance of job tasks as much as possible (Mursi, 2014). This theory, as Mursi (2014) said, was based on clarifying what is required from employees and cooperating with them by the leader. This is called leader-member exchange principle; namely, as explained by Bass, the leader seeks to take advantage of the capabilities of employees in an economic, reciprocal manner so that he provides them with their financial needs in exchange for performing the work tasks required of them (Mursi, 2014). Plus, it is necessary to use prizes and rewards if the work is done in the required manner or use punishment in case there is negligence at work (Mursi, 2014).

This theory is based on the principle that all employees in the organization are not treated the same by the leader (Elsbernd, 2010). Rather, leaders must establish relationships with specific people they trust and assign to them job tasks (Elsbernd, 2010).

The transactional leadership focuses on the real and actual results of the work and the extent to which its goals are accomplished (Travis & Media, 2014). Through the results, it becomes clear to the leader the required guidelines for individuals and employees towards achieving the goals by clarifying their roles and what is required

from them at work and clearly setting the work standards and goals to obtain real satisfactory results (Travis & Media, 2014).

#### **2.6.13 Laissez - faire leadership:**

This style of leadership is based on giving the individual complete freedom to do whatever he wants, and with it. The leader surrenders to his subordinates the power to make decisions, and the leader becomes in the judgment of the advisor, not exercising. The use of this style of leadership is due to the period in which authority prevailed over his subordinates and did not affect them. The Free Approach Laissez, is a method for directing the efforts and activities of individuals. As this leadership type shows the loss of the most important element of leadership concepts, which is directing subordinates and influencing them (Amanchkwu et al. ,2015).

#### **2.6.14 Servant leadership:**

The origin of servant leadership concept was constructed by the first conceptualized of servant leadership by Robert Greenleaf and the historical figures of Jesus Christ. Robert Greenleaf put the “phenomenal” definition of leadership by servant leadership through serves first, not lead. Furthermore, servant leaders seek to transform their followers to & quo; grow healthier, wiser, freer, more autonomous, and more likely themselves to become servants (Greenleaf, 1977:13-14). By this explanation, Robert Greenleaf has not been developing the set of characteristics of servant leadership, however He pointed out the most important term of servant leadership, serve first, then aspire to lead.

Robert Greenleaf is not the one and only man who invent the servant leadership concept, in 1978 Burn asserted about servant leadership : “(Transforming) leadership

occurs when one or more people are engaged with others in such a way that leaders and followers raise one another to higher levels of motivation and morality...But transforming leadership ultimately becomes moral (*italics in original*) in that it raises the level of human conduct and ethical aspiration of both leader and led, thus it has a transforming effect on both” (Burns, 1978: 20).

Servant leadership was constructed by two terms: leader and servant, both terms are “oxymoron” because they play two different roles in one time, to serve and lead. It’s maybe difficult to accept that as the leader, you have serve too. Serving and leading are at the same time- the leaders who serve, and the servant who leads. However, the dynamic conceptual relationship and complementary roles between servant hood and leadership have recently attracted the attention of leadership scholars and practices ((Bass,1999; Bowman, 1997; Buchen, 1998; Chappel, 2000; Choi & Mai-Dalton, 1998; De Pree, 1989; Farling, Stone, & Winston, 1999; Graham, 1991; Pollard, 1997; Russel, 2000; Senge, 1990,1995; Spears, 1995).

The origin of its theory itself is most important part when explaining the theory is what. It can provide what the root of the theory and give the “big picture” through its development. Servant leadership has a philosophical basis of the theory.

1. **The motivation of servant** leadership is to serve first, not to lead. It is breaking up our paradigm before that leaders always come to activate their power, manage something, and direct the followers.

2. **Servant leaders** are who later serves out of prompting of conscience or in conformity with normative expectations (Greenleaf, 1977: 14).

**3. The self-concept of servant leaders:** view themselves as stewards- its derived from Greek “aikonomia” which means house of manager.

## **2.7 Transformational Leadership:**

### **2.7.1 Transformational leadership definition:**

As it was stated by Dinh (2014), transformational leadership is generally one of the modern, effective leadership styles that has drawn many writers' and researchers' attention and has had various concepts amongst intellectuals and scientists. However, they mostly agree that it is a major component in all human activities in the various organizations and institutions (Dinh, 2014).

Transformational leadership is concerned with giving employees the strength and empowerment to develop them constantly through the interactions that take place between the leader and the employees in order to enlarge their work (Derecskei, 2016).

According to Hamad (2014), Transformational leadership is defined as "a process by which the leader and the employees seek to help each other in order to reach the highest levels of motivation and ethics". Besides, he believes that it focuses on ethical behaviours and values of the employees at work and their motivation and capacity level towards the reformation and development of organizations and institutions for their distinctive, sublime goals (Hamad, 2014).

Additionally, Mwangi (2011) and his colleagues defined it as "a leadership that generates an awareness of the organization's message or vision and improves followers for higher assessment level of capacities". Based on this, Mwangi stated that

transformational leadership is a method to develop employees at work and continue this development by the leader to obtain the most effective capabilities (Mwangi, 2011).

While Kirkland (2011) defined transformational leadership as "a continuous process through which the leader changes the current motives and values of employees and transforms them for the common good of the organization". According to this definition, two main elements of transformational leadership emerged: continuity and change (Kirkland, 2011). These contribute in keeping up with the global changes and advancing organizations and institutions according to the global changes so that the organization continuously keeps pace with global developments (Kirkland, 2011).

As for Babker (2015), transformational leadership is "the leadership that lifts the level of followers for the sake of achievement and self-development, and the one that at the same time promotes the growth and development of organizations and communities through prompting followers for a higher level of awareness about the major issues and increasing follower's self-confidence". This definition makes clear the prominent transformational leader's role in changing the objectives of employees and their attitudes in order to attach interest in scientific achievement, progress and self-development instead of keeping their interest in the minimum levels of life and maintaining survival in life (Babker, 2015).

While Abo Rabi (2018) said that transformational leadership is "that motivational leadership style that uses its creativity and motivation to influence employees. It communicates with employees about performance, trusts them, and uses lots of creative methods to overcome the many flaws in an attempt to bring change by the employees". This definition shows that a transformational leader has to present detailed clarifications

on the tasks required from employees through having discussions and engagement in decision-making to generate creative solutions for work problems (Abo Rabi, 2018).

Based on studying previous definitions and varied viewpoints about transformational leadership, the researcher defined it as a modern leadership style concerned with the considerable level of ethical behaviour and values of employees to invest their capabilities and direct their interests toward the main issues of the organization to keep track of the global change in different fields. It is also clear in the leader's ability to inspire, encourage, stimulate, push and empower others so as to achieve performances better than before.

### **2.7.2 Transformational leadership concepts:**

Transformational leadership is considered one of the contemporary theories in administrative research and one of the prominent models in modern theories that occupied the interest of researchers in the twentieth and twenty-first centuries, and for the first time this theory was presented by (Burns , 1978), as through his study in which he dealt with political leaders in the United States of America and he sees that the transformational leader deals with the needs and values of his followers and is keen to be part of the group and draws a complete vision for the future that reflects the values of the followers and helps them achieve goals.

Bass (1985) contributed significantly to the development of the theory, describing the transformational as agents of change that they work to transform their beliefs and the motivation of their followers, develop an emotional relationship with these followers and increase their faith in achieving higher goals.

This style of leadership is interested in creating developments in organizations by influencing the habits and behaviours of employees in order to obtain the highest potential for them at work (Arnold, 2013). It also helps employees to have a clear vision of the organization's present and future goals (Arnold, 2013).

Transformational leadership focuses on adopting flexible leadership styles that enables the leader to influence his/her employees and their behaviours in order to develop their managerial capabilities and innovative initiatives and help them assess the problems and difficulties they face in work (Edwards, 2011).

As described by Bass, transformational leadership motivates employees to do more works than they ordinarily needed and more than they thought (Yusuf, 2011). Leaders set for employees challenging expectations that will maintain higher performance than is required (Yusuf, 2011).

This pattern has characteristics and dimensions that characterize the nature of the relationship between the leader and his/her employees as it has great significance in professional life (Yusuf, 2011). Further details about transformational leadership will be discussed in the second study.

### **2.7.3 The development of transformational leadership:**

As Al-Akhdar (2018) pointed out the idea of transformational leadership first appeared in Weber works in 1963 in the charismatic leadership, it also appeared in Downton works, 1973, and he mentioned it in his famous book *Rebel Leadership with the title "Rebel Leadership: Commitment and Charisma in the Revolutionary Process"*. Then, it was noticed in Burns' *Leadership* (1978) book, the history and politics scholar,



as an independent theory and approach, his theory concentrated on transferring and transforming organizations in order to become more productive (Al-Akhdar, 2018).

After that, according to Abo Samra (2011), in 1985, Bass conducted studies on leadership and performance showed that the dimensions of transformational leadership and its components. Abo Samra (2011) explained that Bass presented a clearer manifestation of transformational leadership and constructed his ideas in these studies based on Benz's, where Bass clarified that the leader stimulates the employees to work even more than expected through having influence on them; securing their loyalty, trust, and admiration for the leader. Bass confirmed in his theory that transformational leadership has three components: charisma, mental stimulation and individual considerations; these components developed thereafter to become a formation of dimensions in 1990 in the works of Bass and Bod Scott and others, as well as Lowy and his colleagues' work in 1996 (Abo Samra, 2011).

On the other hand, Saed Al-Huari (2014), was one of the most well-known Arabs who argued about transformation leadership and had major contributions in its development in 1999. Al-Huari (2014) considered that a leader becomes a transformational leader when he\she has personal and professional skills which enable him to have a key role in formulating and understanding the organization's norms. Also, the transformational leader has to have awareness and capability in managing themselves and have a future vision about the organization (Al-Huari, 2014).

#### **2.7.4 The importance of transformational leadership:**

This style of leadership seeks to develop organizations and societies, especially in light of global developments that are increasing every day at the level of all fields, and

that the role of transformational leadership stands out in raising the level of employees in achievement and self-development (Sumeet Kumar, 2018).

The importance of transformational leadership is also preeminent in distinguishing employees regarding efficiency, high ambition, innovation and renewal (Balkbir, 2016). This is achieved through the influence of the leader on their attitudes, behaviors and values, which work to raise their level of self-confidence and their confidence in the leader and thus raise the level of the organization's norms and beliefs, plus obtaining high-quality results that exceed what is expected and what is required (Balkbir, 2016).

In addition, transformational leadership has the ability to make organizations respond effectively to changes, whether internal or external, and makes them competitive when new standards of competition emerge (Hamad, 2014). Besides, as the main focus of any organization is the human resource, the transformational leadership works to raise their scientific and practical level and increase their self-confidence at work (Hamad, 2014).

While Al-Akhdar (2018) argued about the importance of transformational leadership as the following:

- Motivating employees to prioritize the public interest of the organization over their personal interests through the idea of moral responsibility.
- Granting power and advantages to employees and developing their practical skills, which increase their self-confidence at work and preserve business interests.

- Transformational leadership seeks to keep pace with change and adopt ideas that help organizations advance according to modern developments.
- Increasing the relationship efficacy between the leader and employees.
- Understand the apparent and hidden needs of employees and satisfy them.
- Invest the maximum energy of employees at work.

#### **2.7.5 Transformational leadership dimensions:**

Transformational leadership, like any other leadership style, is based on principles that define its features, so many scientists contributed to determining its dimensions, such as Bass, Evolio and al-Ghazali (Al-Akhdar, 2018). They all agreed upon five main dimensions of transformational leadership, described as the following by Al-Akhdar (2018).

1. **Charisma or the ideal effect:** Charisma is a feature of transformational leaders, with good-looking and attractive personality to others, where the transformational leader is considered as a model to employees who is proud of him/her, and that assumes respect and trust between the leader and their employees (Al-Akhdar, 2018). The influence of the transformational leader is ideal for employees, and they try to imitate and repeat their behaviours and see him/her as an example of morals and high values and a person who favours the common good to his own interests (Al-Akhdar, 2018).
2. **Motivation and inspiration:** According to Al-Akhdar (2018), the transformational leader attempts to communicate his\her expectations with employees using expressions, symbols and signs in a smooth way to prompt and stimulate their enthusiasm so that goals are determined and achieved collectively

and cooperatively. In addition, the transformational leader inspires his\her employees and talks about the future in an optimistic, confident manner, which instils confidence in employees and in their ability to work and fulfil the goals (Al-Akhdar, 2018). One of the motivational methods used by transformational leaders is forgiveness, constant contact with employees, paying attention to their needs, and urging them to be creative (Al-Akhdar, 2018).

3. **Mental stimulation or creative encouragement:** Mental stimulation appears in the leader's ability and desire to make employees face old difficulties and challenges with modern methods, for problems need to be solved according to problem-solving method (Al-Akhdar, 2018). Mental stimulation makes the transformational leader more aware of the difficulties facing performance that exceeds expectations, and the transformational leader seeks to reach them through his/her employees (Al-Akhdar, 2018). Therefore, he/she is concerned with raising the level of employees' awareness of the challenges they face, encouraging them to overcome them and convincing them that they have sufficient capacity to overcome these challenges (Al-Akhdar, 2018).
4. **Individual consideration:** That is when the transformational leader pays great attention to the different types and degrees of desires and needs of employees and understands individual differences among them (Al-Akhdar, 2018). So, he\she must acquaint themselves with employees accurately to work on their training and guidance in a way that suits each one of them and then grant them power and advantages and at the same time follow up and communicate with them permanently (Al-Akhdar, 2018).

- 5. Empowerment:** The idea of empowerment, as Al-Akhdar (2018) explained, is based on awarding employees almost complete freedom in order to encourage their initiative, imagination, creativity, and inventiveness; to nourish creative initiatives at work and to engage them in decision-making discussions. With this, employees' unutilized energy will be unleashed with gaining confidence and freedom to act and develop their skills, have a sense of responsibility, have satisfaction with their achievement, and to turn their vision into a reality that can be on ground (Al-Akhdar, 2018).

#### **2.7.6 Transformational leadership goals:**

Transformational leadership aims to bring a planned and desirable change in the work of the organization by raising the morale of the employees and the participation of their leader in achieving their goals (Brandt & Iahio, 2013). Furthermore, it aims to build a common future business vision that stems from the internal motivation of the employees (Brandt & Iahio, 2013).

The transformational leadership also aims to accentuate a great number of ethical behaviours to employees in the organization, and to form relations between the leader and employees and among the employees themselves based on prevalent trust and respect in the teamwork atmosphere and team spirit and take responsibility while working collectively (Allauh, 2016). According to Sandell (2012), transformational leadership has many various goals that make it different from other styles of leadership (Allauh, 2016) :

- Investing the maximum employees' mental and physical energies.

- Good time management and utilization.
- Encouraging cooperative work and accomplishing work tasks with a team spirit.
- Uniting the efforts of workers to achieve the goals of the organization with high performance and dedication.
- Realizing the need for change in a timely manner and in accordance with a new strategy and methodology.
- Encouraging workers to be creative and proactive.
- Raising the level of continuous self-development among employees.
- Increasing employees' self-confidence and increasing their trust in others.

#### **2.7.7 Transformational leader's development factors:**

There are several important factors for the development of a transformational leader as mentioned by Abo Rabi' (2018):

- Provide effective skills that enable them face change and adapt to it, and to deal with information that can be applied effectively.
- Consider the importance of time and dividing actions according to a timetable that ensures keeping pace with the change.
- Consider the importance of the human factor when making change.
- Show interconnection of employees' ethical practices and behaviours.
- Clarify the present and future vision of the organization for its employees and clarify the mechanism for change.
- Believe in the principle of cooperation between the leader and employees in order to benefit from experiences in making appropriate decisions for the organization.

- Realize the importance of planning in the short and long term for the goals of the organization and relying on planning to achieve the strategic change.
- Make the required change for the organization through a clear and comprehensive vision drawn from the reality of the organization's business.
- Study the nature of change, its justifications and expected outcomes, and the appropriate strategies for it and clarify it for employees.

#### **2.7.8 Transformational leader characteristics:**

The transformational leader has characteristics that set him\her distinguished from others, according to Al-Ajami (2010), they are:

- He/she likes change over stability.
- Can deal with vague and complex situations.
- They are eminent and have interactive physical activity.
- They have high self-confidence and trust in others' abilities.
- They have a future vision and able to predict it.
- They have high credibility in dealing with others.
- Competent communication skills.
- They address others according to their mental abilities and cultural backgrounds.
- They act according to high values and direct employees to them.
- They are able to adapt with different circumstances and to deal with problems.

### **2.7.9 Transformational leader duties:**

For the sake of changing takes place, the transformational leader has duties and tasks that are sorted by Al-Huari (2014) as the following.

- **The leader's awareness of the need for change:**

This is because improvement can't happen without change (Al-Huari, 2014). When the transformational leader perceives the change, equipped with attractiveness and guidance capabilities, he/she must inspire employees with the appropriate change for the organization and focus on those who resist change to teach and train them and convince them of the importance of change (Al-Huari, 2014).

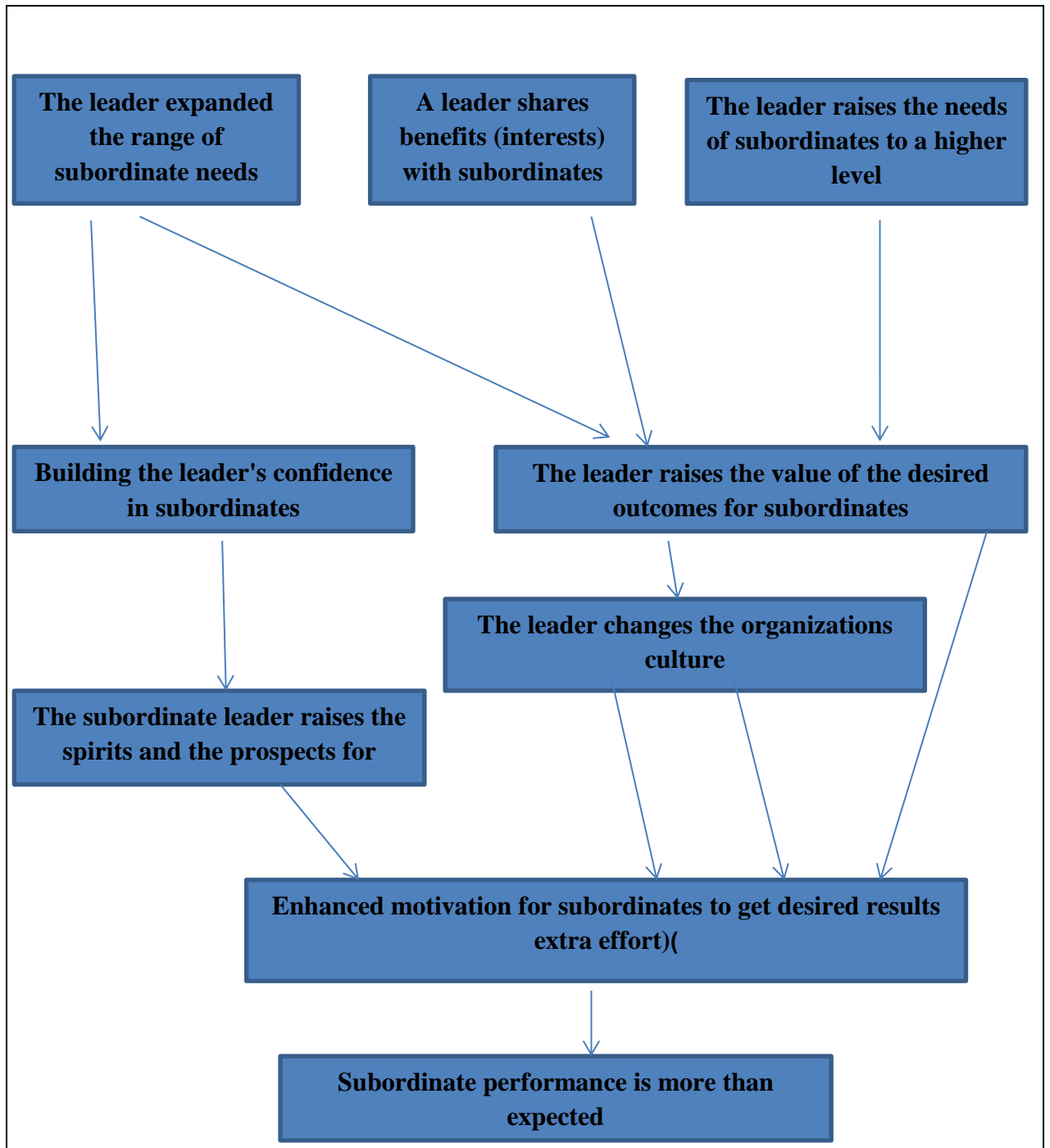
- **Formulating the organization's message and its future vision:**

The transformational leader here must properly plan the future goals of the organization, commit to follow them in all their stages and involve workers and employees during formulation in order to stimulate their motivations and aspirations and make use of every effort (Al-Huari, 2014).

- **Choosing the appropriate change model:**

Transformational Leadership Model according to Bass (1985) was able to transform Burns' transformational concept into a more realistic work by focusing on organizations and reforming them. This can be illustrated through the following model:





**Figure (2): Bass Transformational Leadership Model**

**Source: Pinonas, Sabah. (2015) "Analysis of the Relationship of Transformational Leadership to Human Resource Performance."**

There are many models that are used by transformational leaders to bring about change (Al-Huari, 2014). The transformational leader should choose a model that suits the current state of the organization and the conditions of its employees (Al-Huari, 2014).

- **Formulating strategies:** It means defining the purpose and main goals of the organization in light of a comprehensive and future vision appropriate to the reality (Al-Huari, 2014). The transformational leader's role is highlighted at this stage in analysing internal and external factors that affect the organization and its employees and examining available opportunities and expected threats (Al-Huari, 2014).
- **Indoctrinating commitment through the organization's norms:** Each organization has its own norms that define its identity and features, and the transformational leader must inspire values and convictions within employees in order to contribute to the success of the required change (Al-Huari, 2014). They also must use incentives and rewards to enhance employee commitment and continuity (Al-Huari, 2014).

#### **2.7.10 Barriers in implementing transformational leadership:**

Different types of organizations are characterized by instability as a result of various developments, and this is why their leadership faces many challenges, the most important ones, as mentioned by Al-Rashidi (2017), are:

- **Competition:** The role of competition emerges as a fact that results in the success or failure of organizations when facing difficulties in maintaining current position, in addition to facing the pressures of competitors, whether current or likely to

appear (Al-Rashidi, 2017). Therefore, the transformational leader must maintain the organization's outcomes and products in a way that makes them compete other organizations and defeat them because excellence and pre-eminence are what keep the institution stand up to competition (Al-Rashidi, 2017).

- **Globalization:** According to Al-Rashidi (2017), it is the consequence of the massive accumulation of information and digital technology that made the world resemble a small village due to the interconnectedness of different countries. This is what has made the transformational leader face the challenge of preserving the identity and heritage of the organization and at the same time coexist with the developments that has taken place in the organization and bring about harmony between the different global cultures and the organization's norms and identity (Al-Rashidi, 2017).
- **The optimal use of resources:** In order to conserve resources, the transformational leader must focus on optimizing the use of available resources without wasting them (Al-Rashidi, 2017). He/she must also adapt with the lack of resources in case it is scarce to obtain and invest (Al-Rashidi, 2017).
- **Comprehensive quality:** One of the most important challenges that faces organizations is the low level of customer satisfaction with their products and services (Al-Rashidi, 2017). Therefore, it is the transformational leaders' duty to maintain the quality of products and constantly search for ways to develop them in a manner that is consistent with the requirements of the present day and pay attention to the services that society members prefer (Al-Rashidi, 2017).
- **Technological challenges:** The scientific revolution that recently invaded the world is considered as one of the biggest challenges that confronts all of the

organizations due to the emergence of many modern technologies (Al-Rashidi, 2017). Therefore, transformational leader has to take advantage from these technologies to develop the organization and ease its employees' operations (Al-Rashidi, 2017). Nowadays, there are a lot of modern technologies and devices that save time and effort at work, leading to increased production with lower costs (Al-Rashidi, 2017).

As for the researcher, he believes that the role of the transformational leader in these challenges is to double the effort to make the organization acclimate to the modern developments and confront the global changes and employ them to serve the organization. So, they have to train employees and develop them continuously to ensure that they are provided with enough strength and capabilities to face changing situations and motivate them to take part in achieving progress and break the downturn when it occurs.

#### **2.7.11 Criticisms of transformational leadership:**

Despite the importance of transformational leadership and its impact on the advancement of institutions, it faces some criticisms; these criticisms, as have been argued by Al-Soud (2012) are:

- Transformational leadership relies on dreams and delusions more than reality in formulating the future vision of the organization. This prevents achieving the desired goals or achieving them in a manner that is not commensurate with the actual reality of the institution and thus it fails in some practical aspects.
- Some employees may take advantage of the kindness and good treatment of the leader to be idle and negligent in their duties and not doing them as required.

- Transformational leadership is very concerned with personal aspects and attributes and looks at leadership as a personal charisma and not as behaviours that can be learned.
- Transformational leadership highlights the mutual trust and the moral aspect between the leader and employees and cares greatly about it leaving out the rest of the dimensions, which may provide the opportunity for employees to misuse this trust in order to achieve personal goals.

For the researcher, despite the criticisms that have been pointed at to this style of leadership, the transformational leadership involves good and positive intentions between the leader and the employees to fulfil the organization's goals in a way that makes the leader and the employees creative and inventive in developing and increasing the production capacity of the organization to compete and excel amongst other organizations.

## **2.8 Job Satisfaction:**

With the development of human resources management, scientists' and researchers' interest in building scientific foundations that aim to achieve the best investment in the human element and laborers to lift work efficiency and gain workers satisfaction (Al-Madhun, 2018). Accordingly, the reason for this is that creative and thoughtful organizations tend to provide a job atmosphere that contains motivations for employees resulting in satisfaction and sufficiency for their needs so that they give more attention to complete their jobs competently (Al-Madhun, 2018).

The human element is one of the most important elements for the organization success and achievement of the goals it seeks (Al-Madhun, 2018). Therefore, departments should give this element special attention as satisfying the employee's needs helps increase their sense of stability that provides a great deal of interest in work and exists an internal motivation that pushes them on to accomplish the work and make efforts to maintain efficiency (Al-Madhun, 2018).

The most important thing that motivates humans to work efficiently is the employee's satisfaction with the job (Al-Madhun, 2018). This results from satisfying the employee's needs, whether primary or secondary and achieving his goals in a more positive way. The higher the degree of satisfaction of the individual with their needs, the greater the realization of their desires and aspirations that make them feel comfortable and happy at and outside work (Al-Madhun, 2018).

Job satisfaction is one of the most vital behavioural indicators at work and it is considered as one of the important variables at productivity level in organizations because of the psychological comfort it gets for employees during work, with no feeling of work pressure, and accomplish the job tasks with enjoyment (Abd Al-kareem, 2017). Thus, this increases the emergence of distinguished employees in their job, who are able to elevate the level of the organization so that it is distinguished among other organizations (Abd Al-kareem, 2017).

According to Al-Shanti (2017), The higher the employee's satisfaction with the job, the greater their enthusiasm to perform job duties with precision and mastery, increasing attention for work and affiliation with the organization they work in. This increases productivity and efficiency. As for the employees whose job satisfaction

decreases, their turnout and loyalty levels for the organization decrease, resulting in less productivity and quality (Al-Shanti, 2017).

### **2.8.1 Job satisfaction definition:**

According to the evolution of research and its multiplicity about job satisfaction in psychology and other social sciences, the opinions and views of researchers varied about this definition, and there was no unified definition agreed upon by all researchers in this field:

According to Hameed (2014), Edwin Lock defined it as "the positive emotional state resulting from an individual's evaluation of their job or what they get from that job and is achieved in case individual send up with a positive evaluation".

On the other hand, Abd Al-Kareem (2017) defined it as "The outcome of a set of factors related to work, which are measured mainly by the individual's acceptance of that work with self-satisfaction and the effectiveness of production; this occurs as a result of a sentimental feeling that enables an individual to do a job without embarrassment, boredom and weakness".

Al-Sharif (2015) defined it as "the individual's feeling of satisfying their needs to feel proud at work and feel belonged to it and have appreciation of their colleagues and their participation in taking the appropriate decisions".

## 2.8.2 The explanatory theories of job satisfaction:

### 1. Maslow theory, 1954, "Hierarchy of needs theory":

This theory focuses on the fact that a person has multiple needs in his/her life, that what affects a person's behaviour are the needs that have not yet been satisfied, and that the needs that have been satisfied are not considered as a motivation for a person (Al-Sharif, 2012). Maslow arranged these needs hierarchically as the following:

1. **Physiological needs:** The basic physiological needs are probably fairly apparent—these include the things that are vital to our survival. Some examples of physiological needs include: food, water, breathing, and homeostasis.
2. **The need for safety:** Its include financial security by finding a job, health and wellness by obtaining health insurance and health care.
3. **The need for affiliation:** Include such things as love acceptance, and belonging at this level, the need for emotional relationships drives human behaviour. Some of the things that satisfy this need include: friendship, romantic attachments, family, social groups and community groups.
4. **The need for respect:** Include needs related to a sense of competence and merit include self-confidence, appreciation, and true recognition of these characteristics or qualities by others.
5. **The need for self-actualization:** It includes the need to develop the individual's inherent capabilities such as knowledge, skill, innovation, and the achievement of the highest ambition matching these needs is achieved hierarchically and is not permissible to skip a need to achieve the following one (Al-Sharif, 2012).



In addition, this theory confirms that the feeling of satisfaction cannot be achieved without paying attention to the needs of individuals and that the satisfaction of needs helps increase job performance by motivating them to work and make them feel stable and secure (Abd Al-Kareem, 2017).

**2. Alderfer's ERG theory:** Known as (ERG), this theory was developed by Andy and Trembo in 1980, it focuses on three main levels of needs as classified by Al-Sharif (2015):

1. **Need of existence:** These are the needs of food, water and wages, which are the basic needs of a person that cannot be dispensed with.
2. **Need for relatedness:** Needs related to an individual's relationships with others that are related to the social dimension and require interaction with others and constant contact with them.
3. **Need for growth:** This includes the essential needs of individuals in order to become creative, productive and distinguished among others, and the desire for these needs is closely related to the self-development that Maslow called in his theory of self-actualization.

**3. Herzberg's Two-factor Theory (Hygiene and Motivation):**

This theory is based on the belief that individuals have two main types of needs, classified by Al-Sharaydah (2010) as:

1. **Motivation factors:** These factors include achievement, appreciation of work, sense of responsibility, promotion. These are internal factors which, if available, make individuals feel satisfied in their work.

2. **Hygiene factors:** These factors form the organization's policy and management, technical supervision, salaries, relationships between employers, relationships between individuals, working conditions, job security and the impact of work on an individual's personal life. These factors are external and are related to work, but if they are not available, the needs of tension arise for individuals.

According to Al-Sharaydah (2010), these ideas that are presented by this theory are vital to achieve job satisfaction, including individual's commitment and loyalty to their work, and their motivation to work with a high spirit that increases their productivity.

#### **4. McGregor's Theory X and Theory Y:**

This theory presented ideal patterns about human behaviour, and McGregor identified it with two theories, which he called (X) and (Y), and explained it as the following:

##### **Theory X:**

This theory is concerned with factors of production and coordination to achieve the greatest degree of material and economic benefit. In addition, it assumes that humans, in nature, are passive and do not like work and avoid responsibility (Ma'any, 2015). Whereas, they prefer to be led by somebody else, explain to them what to do, and that the most important means to push a person to work are threats and punishment, and there must be strict and accurate control of individuals in order to work, and that the most important incentives for work are wages and material benefits (Ma'any, 2015).

### **Theory Y:**

This theory, as Ma'any (2015) said, explains the aspects of human behaviour and it is based on the principle of the individuals' multiple needs in life. Whenever an individual fulfils a need, he/she demands for another (Ma'any, 2015). Thus, this theory assumes that employees of organizations are not against its goals, but rather that they should be in a position of responsibility and be directed towards the goals of the organization and convinced that the goals must be achieved (Ma'any, 2015). In addition, individuals demand for freedom at work and prefer to be leaders in order to gain rewards, not out of fear of punishment and threat (Ma'any, 2015). In short, theory Y cares for the morale of individuals, increases their self-confidence and motivates them to take responsibility which help them to achieve job satisfaction at work (Ma'any, 2015).

### **5. Achievement theory:**

This theory was pioneered by David McClelland, and it stated that work provides opportunities to satisfy three basic needs as Al-Sharif (2015) classified:

1. **Need for Achievement:** It involves accomplishing the task efficiently, and those with high achievements have characteristics that distinguish them from others, including that they prefer adventure, and they aim to control the results. Besides, they are more interested in getting personal achievement than in rewards, and they prefer to choose tasks in which they are responsible for solving problems and making decisions.
2. **Need for affiliation:** It includes the relationship of individuals with their colleagues who have a great desire of affiliation and differ from other

individuals because they care about the feelings of others, and they appear in a friendly behaviour with the aim of obtaining acceptance from others.

3. **Need for power:** It is the individual's desire to control and prefer to be a leader who influences others.

1. **Goal setting theory:**

According to Al-Sharaydah (2010), Lock presented this theory and emphasized that the motivations of employees at work occur according to certain conditions, the most important of which are providing incentives in the work environment by defining the tasks for the employee with what the organization desires and clarifying the effect of the incentives it provides in wages and promotions.

In addition, it indicates that establishing the organization goals is carried out between the employees and their leader through a participatory process, and the goals must be clearly identified in terms of difficulty, challenge and competition related to the nature of the goals and their characteristics, achieving these goals depends on the employee's acceptance and intention to achieve them (Al-Sharaydah, 2010).

According to this theory, as Al-Sharaydah (2010) pointed out, the motivation of employees towards performing their work increases when they participate in setting goals and making decisions, and determining the goals of the organization draws a plan for the employees that shows the track employees need to take in their work. Plus, staff participation in setting goals creates an atmosphere of challenge and competition among colleagues to achieve goals with the greatest degree of accuracy and mastery (Al-Sharaydah, 2010).

## **2. Adam's equity theory:**

This theory is considered as one of the theories that pays attention to collective comparison, and it is based on the individual's desire to obtain a fair and equitable treatment at work (Madah, 2015). Thus, it considers the existence of a reciprocal relationship between the employee and the organization in which they work, where the employees complete the work tasks and exerts their efforts in exchange for salary and promotions (Madah, 2015). Based on which, this theory sees, the employee compares his/her efforts to accomplish the work of the organization and what is attributed to him/her and their colleagues at work as a result of their efforts (Madah, 2015). If the employees feel what they are achieving is equal to that of their colleagues, job satisfaction will be maintained, and if it is not equal, they feel wronged and this is what leads to a low performance and satisfaction at work (Madah, 2015).

Equity theory suggests that there are inputs to work include effort, experience, skill, and performance, and there are outputs resulted from these inputs, which are the salary and promotions (Madah, 2015). Furthermore, job satisfaction does not require that the inputs and outputs are equal, but that the ratio between the inputs and outputs is equal with that ratio for the inputs and outputs of others (Madah, 2015). When employees maintain job satisfaction, it results in the emergence of motivation towards work and enthusiasm in completing the tasks, and if they do not gain job satisfaction, they would possibly start considering to move to a different job and leaving the organization they work in (Madah, 2015).

### 3. Prospect theory:

This theory focuses on the employee's motivation towards work and its relation to what he\she gets from work returns and that job satisfaction is an estimate of what the individual gets and what he\she expects to receive as a result of the completion of the work assigned to him by the organization (Mbaraki, 2014). This theory has three dimensions according to Vroom as it is explained by Mbaraki (2014).

1. **Benefit:** It represents the importance that an individual give to the results and potential returns that he will obtain from his work, which lies in the unsatisfied needs.
2. **Reward (correlation between work performance and return):** It is the individual's belief that the level of performance of the tasks that are assigned by the organization leads to desired returns.
3. **The link between effort and performance:** It is the employee expectation that the effort he exerts in his work will lead to achieving the required performance.
4. **The Porter and lawler theory:** This theory is concerned with job motivations and job satisfaction, and it is a development of the theory of expectation for Fromm, in which Porter and Lawler asserted during their development that the employee's effort in the work depends on the reason for the value of the rewarded variety and on the employee's ability to achieve rewards (Al-Sharif, 2015). So, he\she exerts his efforts in the work and accomplishes the work tasks and realizes his role in the organization (Al-Sharif, 2015).

According to Abd Al-Kareem (2017), Porter and Lawler theory showed the importance of rewards for the employee's motivation to work, the more the employee

receives the salary and bonuses he\she expects, the more he\she would be motivated to work.

**5. Reference groups theory:** This theory was presented by Houlin and Boulud who focused on the group, which the individual belongs, since it is one of the most important factors of individuals' job satisfaction. When an employee compares him\herself to other members of the group and feels that he\she is getting the same advantages that other members of the group do, then job satisfaction is achieved, that is, the group will serve as a reference for him\her (Madah, 2015). So, if he\she is getting the same range of salary and rewards as other, then he\she has a motivation to work and maintains the continuity of the organization by working efficiently and accurately, but if he\she feels wronged among the members of his group and does not get what deserves as the rest of the group, then he feels dissatisfied, which reflects on his performance at work and becomes lazy and indifferent to the interests of the organization (Madah, 2015).

### **2.8.3 Influencing factors of job satisfaction:**

In fact, researchers' views varied in determining the factors that may affect the individual's satisfaction with his\her job (Zerfawi, 2014). But there were common factors that were agreed upon by most researchers, which are internal factors for the individual him\herself and external factors that are related to the work environment and the nature of the work itself (Zerfawi, 2014).

Al-Sharif (2015) has categorized the influencing factors of job satisfaction as the following:

### 1. Personal factors:

- **Gender:** Gender affects job satisfaction according to the different performance between men and women as the roles of both men and women in work also differ, especially since the nature of women differs from the nature of men, as it highlights other tasks for women, especially after their marriage, so there are periods of pregnancy, childbirth, and childcare that the woman cares about and focuses on more than focusing on her work (Al-Sharif, 2015).
  
- **Age:** Age plays an important role in the degree of job satisfaction, according to the variation of human thinking and the nature of what he\she seeks according to the different age levels (Al-Sharif, 2015). First, in the youth stage, he\she has great energy to work and is satisfied with their performance (Al-Sharif, 2015). But with his\her age, despite the increase in work experience, his\her physical energy is not sufficient to be satisfied with their performance, as they are in the youth stage, and their interests in life differ according to the different age groups they are going through (Al-Sharif, 2015).
  
- **Marital Status:** Individuals' satisfaction with work differs between the marriage stage and the pre-marriage stage depending on the difference in their ambitions and their stability appearance or not, as marriage increases the responsibilities that an individual has to bear and undertake, which makes the stability of work and the level of income more important to them (Al-Sharif, 2015).
  
- **Capabilities:** Capabilities of individuals differ at work, which makes a difference in performance and a difference in job satisfaction depending on the difference in the mental capabilities of individuals and the different ways of thinking, as well as the difference in their physical abilities (Al-Sharif, 2015). Some jobs need physical and



flexible strength in the movement that varies from one person to another (Al-Sharif, 2015).

- **The educational level:** The higher the educational qualifications are, the higher jobs satisfaction would be achieved due to the aspirations of the individual are higher the level of his education and thus he has greater needs that need to be satisfied (Al-Sharif, 2015).

- **Trends:** The level of job satisfaction varies according to the individual's feelings towards work (Al-Sharif, 2015). Therefore, some employees have positive feelings towards work which achieves a greater level of job satisfaction than those with negative feelings towards the nature of work since job satisfaction is one of the forms of individuals' attitudes toward work in the organization (Al-Sharif, 2015).

- **Motivation:** Level of job satisfaction is related to motivation, the greater the process of raising human behaviour towards work, the greater his\her motivation towards accomplishing his\her job tasks, which achieves job satisfaction for them (Al-Sharif, 2015).

## **2. Organizational factors:**

- **Flexibility of organization:** The organizational structure plays a big role in the individual's satisfaction with work (Al-Sharif, 2015). The flexibility of the organizational structure provides a greater opportunity for employees to adapt to different work variables, which makes job satisfaction shape faster and lasts for a longer period (Al-Sharif, 2015).

- **The nature of the work:** The more vital the work was, the greater job satisfaction would be because individual feels bored with routine work, while vital work increases the activity of the individual in his\her work and pushes him\her to think and be creative which increases the degree of job satisfaction with him\her (Al-Sharif, 2015).

- **Method of dealing with employees:** It is certain that working atmosphere has a major role in increasing and achieving job satisfaction, which is determined by the method of those who lead (Al-Sharif, 2015), among individuals. The more the relationship tends to be participatory, cooperative and exchange of ideas, the greater the honesty and sincerity among the employees, and this makes their activities constantly renewed, increasing their satisfaction with their work (Al-Sharif, 2015).

- **Job security:** Job guarantees, benefits and the security of employees from losing their job or the abuse of administrative procedures lead to psychological stability, which has an important role in increasing the satisfaction of individuals with their work (Al-Sharif, 2015).

- **Motivation method:** Motivating departments increases employees' level of performance in work (Al-Sharif, 2015). Therefore, these departments should set a fair system of rewards, salaries and promotions so that employees would be motivated to perform their tasks and to obtain a higher level of employees' satisfaction (Al-Sharif, 2015).

- **Training:** Upon repeated and meaningful training for employees, it might increase their self-confidence and their trust in the organization since training has great

importance in increasing the efficiency of employees and increasing their morale in work, which increases their job satisfaction (Al-Sharif, 2015).

- **Patterns of authority:** The style of the organization supervision and leadership is considered as the most important major factor that determines job satisfaction for individuals, and increases job satisfaction through the use of leadership methods that engage the subordinates in the work and determine its goals and the way to implement it (Al-Sharif, 2015). The researcher notices through this study that the use of authoritarian and autocratic leadership methods do not provide job satisfaction that modern leadership methods do, such as participatory, reciprocal and transformational leadership since modern leadership methods are concerned with developing individuals and directing them towards developing work and instilling a spirit of cooperation and teamwork in them, and this directly affects the increase in the level of job satisfaction among individuals.

#### **2.8.4 Factors affect job satisfaction:**

According to Harem (2004), Locke believed that some characteristics of work that generate emotional responses towards individuals are work itself, salary, promotion, supervision and co-workers. Therefore, Harem (2004) made a summary about the most important factors affecting job satisfaction as the following:

1. **Salary satisfaction:** After being paid, an important means of satisfying the material and social needs of individuals are expressed by the worker to the extent that the remuneration is commensurate with the effort he\she exerts and with working conditions and cost of living as well as participation in returns (Mahjoubi, 2010).

2. **The nature and composition:** The tasks performed by the individual in his\her work plays an important role in influencing the degree of satisfaction (Mahjoubi, 2010).
3. **Promotion:** Opportunities for being promoted have is strongly related to satisfaction In the matter of fact, if it is related to salary increasing as recognition by the administration of effort and tram, as some studies indicate that there is a direct relationship between providing opportunities for promotion and job satisfaction level, the organization must satisfy this ambition by providing the opportunity for being promoted or else satisfaction has decreased an ambitious factor (Bass, 1999).
4. **Supervision and leadership style:** Showing the spirit of friendship at work so that the subordinate feels that his\her boss understanding their problems, supporting subordinates and providing them with assistance upon their request, the justice of the superiors in dealing with subordinates, the presence of willingness to understand all of this has a great impact on the psychological side of workers, leaving them with a psychological comfort that contributes to achieve satisfaction with their work (Meziani, 2011).
5. **Working group or colleagues:** Interacting with other colleagues in work achieves an exchange of benefits between employees since it is a source of individuals' satisfaction with their works, more individual's interaction with others creates tension, which could be a reason for the individual's dissatisfaction with his\her work. This dissatisfaction affects negatively the level of his\her satisfaction with the work clash (Al-Sairafi), from our point of view, the professional working relationships between co-workers greatly affect the

employee's moral well-being and consequently on the degree of his satisfaction; the relationships based on conflict and stress result in psychological and health pressures that negatively affect the performance of the individual's work. And thus his desire is extended tends to work more to absenteeism, re-illness.

6. **Physical working conditions:** Physical working conditions affect the strength of attraction that binds the individual to his\her work, i.e., the degree of satisfaction with the worker (Arzaki, 2016). Physical conditions (such as lighting, heat, ventilation, and noise) and their impact on performance have been a point of interest for researchers since the emergence of industrial psychology, so a lot of experiences around the world because of its impact on the worker and his\her behaviour, thus, most studies have indicated that poor conditions are a significant relationship after contentment (Arzaki, 2016).

### **2.8.5 The relationship between transformational leadership and job satisfaction:**

Job satisfaction with all its meanings and everything that affects it is based on the prevailing leadership style in the organization and in the transformational leadership style (Paracha, 2012). The leader in this pattern is related directly to the subordinates, and his\her style has a significant impact on the workflow mechanism and the degree of attention to the feelings of subordinates and achieving its needs (Paracha, 2012).

Working environment, in which in the transformational leadership style prevails, has a great type of seriousness in work, justice among subordinates, encouraging them to change, distinguish and raise the level of production in the organization to work on the excellence of the organization in which they work and to become competing with other organizations (Joo & Shim, 2010).

In addition, job satisfaction is one of the outputs of leadership which directly influences job satisfaction (Al-Tahaina and Iwedat, 2014). Moreover, the transformational leadership style greatly and positively affects job satisfaction because of its moral commitment to the organization and its goals, which affects subordinates in adopting and preserving this ethical commitment (Al-Tahaina and Iwedat, 2014).

He ,transformational leader, does his\her best to energies to satisfy the needs of subordinates, materially or morally, until they reach the most stages of the achievement of their goals and desires and thus create the greatest degree of job satisfaction with them, so that the leader, in cooperation with his\her subordinates and participation, can advance and develop their organization, change the old routine work style and develop work methods so the organization could become the best among organizations (Faris, 2014).

Also, transformational leadership has an influential ability which is owned by the leader that enables him\her to present the general interest of the organization on a personal interest of subordinates and develop the directions of subordinates to be positive and optimistic directions in all areas of life, especially in work areas (Khalil, 2015). Therefore, it leads to the emergence of noble values for subordinates that makes them able to accomplish their tasks in cooperation, honesty and sincerity (Khalil, 2015). However, job satisfaction is one of the most important indicators of the success of the organization, as it represents the total positive feelings and trends shown by workers towards their work, which helps the individual to feel happy and comfortable during the performance of work and achieve compatibility between what one expects from his\her work and the amount of what he\she actually gets, which drives them to work with

satisfaction and happiness, and this is what the transformational leader seeks for, so the relationship between transformational leadership and job satisfaction is correlative (Khalil, 2015).

Al-Sharif (2015) shows the impact of transformational leadership on job satisfaction with the following points:

- Develop the performance of workers in the organization and encourage them to teamwork and cooperation.
- Encouraging employees to provide creative solutions to problems.
- Encourage workers to participate in new activities and make additional efforts to achieve the organization's mission and goals.
- Leaders participate with the subordinates in formulating the goals of the organization, defining them, and motivating them to think creatively to find multiple interpretations and alternatives to the ideal mechanism for achieving the goals.
- It makes employees work in a team spirit and creates a collaborative work environment in which employees share responsibilities and powers, which increases creativity and distinction in the organization.

## **2.9 Leadership Organizational Structure and Design:**

### **2.9.1 Municipal councils in the Palestinian Authority Era (1994-2020):**

On 1994, after establishing the Palestinian authority, municipal councils took the responsibility of providing, all of the west bank and Gaza strip population, several services (Hammed, 2009). Clearly, due to the harsh procedures and policies that had been enforced over the municipal councils, in West bank and Gaza strip, since 1967-

1994, the Palestinian authority came over the rubble of a destroyed infrastructure and rudimentary provided services (Hammed, 2009).

According to the Ministry of Local Government (2006), there was obvious municipal councils flourishing and growing in number which included all of large and medium population concentrations. For instance, the number of local organizations had reached (514), such organizations are consisted of (120) municipalities all over the West bank regions and Gaza strip (Ministry of Local Government, 2006). In addition to (241) village councils and (149) projects committees (Ministry of Local Government, 2006).  
<http://www.molg.pna.ps/>

### **2.9.2 Ministry of Local Government:**

It is an institution that is headed by a minster and followed by Provincials Directorates. Accordingly, it supervises all of the municipalities and villages councils' practices and confirms their decisions and policies due to the existence of regulations that are belonging to municipalities, such as, municipal employees' system, buildings system, market system, fines system, slaughterhouse system, advertising system and financial budgets system. (Hammed, 2009).

### **2.9.3 Palestinians municipalities role and duties:**

According to Local Authorities the law of 1997 concerning Palestinian Local Authorities, article (15) ( <http://www.molg.pna.ps/Laws.aspx?id=4> ) :

1. Town planning and streets opening: it is about planning the town, opening and cancelling streets, modifying them, determining their width, straightness, paving them, establishing their pavements, maintaining them, cleaning them, lighting



- them, naming them or numbering them, numbering their buildings, beautifying them, afforesting them, preventing overtaking them, monitoring what falls on the streets of open lands, and assigning their owners to erect fences around them.
2. Buildings and building license: Monitor building construction, demolition, restoration, change of shapes, installation of elevators, establishment of shelters, giving licenses to conduct these works, determining the location of the building, its shape and the ratio of its area to the area of the land intended to be constructed on, and ensuring the availability of its health conditions.
  3. Water: Providing residents with drinking water, specifying standards for their supplies, such as habits and pipes, organizing their distribution, determining their prices and subscribing to them, and preventing pollution of springs, canals, basins and wells.
  4. Electricity: providing citizens with electricity, fixing consumption prices and subscription fees which should not exceeding the maximum limit that is specified by the Ministry.
  5. Drainage: Establishing, managing, and monitoring public drainage and toilets.
  6. Public Markets: Regulating and establishing public markets, specifying types of organizing and establishing public markets, specifying types of goods that are sold in each of them, and prohibiting their sale outside them.
  7. Crafts and industries: Regulating crafts and industries, designating special places for each type of them and monitoring shops and businesses that may be harmful to public health.
  8. Cleanliness: Collecting, transporting, organizing, and destroying waste from streets, homes, and public stores.

9. Public health and control: Taking all necessary precautions and measures to maintain public health and prevent epidemics from spreading among people, monitoring housing and other stores to ensure that their waste is being well disposed, establishing and organizing slaughterhouses, inspecting animals and poultry prepared for slaughter, taking precautions to prevent diseases infection, designating sites for their sale, monitoring their slaughter and disposing of their remains, monitoring bread, meat, fish, fruits, vegetables and other foodstuffs, and take measures to prevent fraud in them, destroy spoiled ones, set their prices and establishing aid centres, clinics, hospitals and other health institutions and monitoring them in coordination with the competent government agencies.
10. Public stores: Regulate and monitor restaurants, cafes, clubs, stadiums, theatre's, cinemas, and other public cabarets, determine opening, and closing dates and collecting fees for selling their tickets.
11. Parks: Establishing, monitoring, and organizing squares, gardens, parks, baths and swimming shops in ponds, lakes and on the coast.
12. Taking precautions against the possible dangers of flash floods and floods, preventing fires, monitoring fuel and inflammable materials and taking precautions to counter possible natural disasters and provide relief to the afflicted.
13. Cultural and sports institutions: establishing museums, public libraries, schools, cultural, sports, social and musical clubs, and monitoring them in coordination with the competent government agencies.
14. Land and maritime means of transportation: establishing, designating, monitoring and organizing the parking lots of transport vehicles within the

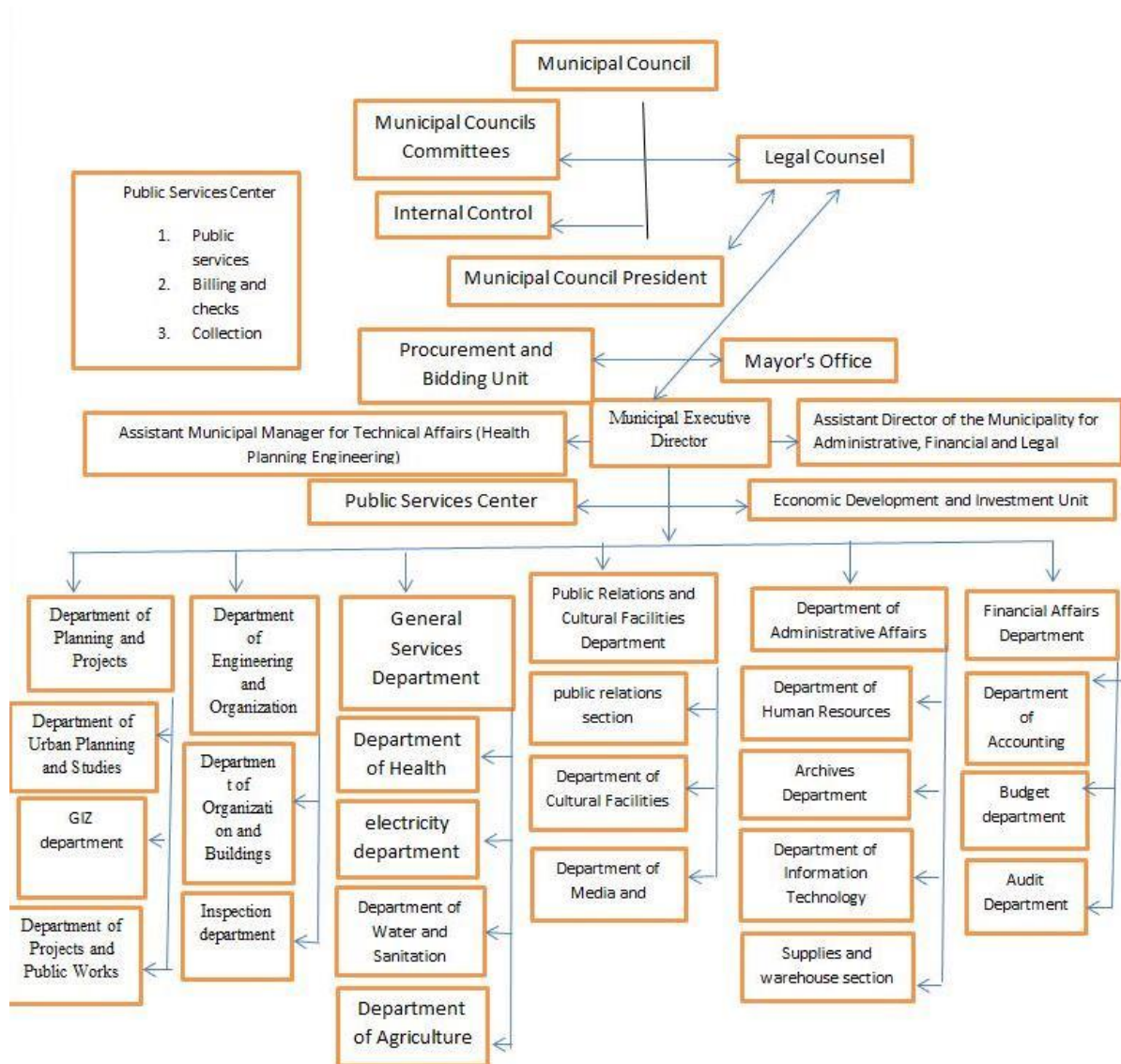
boundaries of the local authority, monitoring boats, ships and vessels operating in the waters of the local authority's area in coordination with the competent government agencies.

15. Street vendors, stalls and umbrellas: control and regulate hawkers, porters, stalls and umbrellas.
16. Weights and Labels: Monitoring and stamping weights and measures and weighing the wholesale sales in public markets.
17. Advertisements: Monitoring and regulating billboards and advertisements.
18. Building demolition: The demolition of the buildings that may be in danger of falling or emitting harmful odours, after warning their owner.
19. Building Litter: selling roads waste to public projects.
20. Begging: Prevent begging, create shelters for people in need and monitor fundraising in public places.
21. Cemeteries: establishing and cancelling cemeteries, designating their locations and specifications, transporting dead people and burying them, organizing funerals and preserving the sanctity of cemeteries in coordination with the competent government agencies.
22. Hotels: monitoring and organizing public hotels and lodges.
23. Animals: Controlling livestock that is used in transport and traction, regulating markets for the sale of animals and livestock and prohibiting their sale outside these markets.
24. Dogs: Monitoring and regulating dogs' acquisition license, protect them and get rid of stray dogs.

25. Budget and staffing: Approval of the annual budget draft, closing account, and the staffing table before sending them to the ministry to be approved.
26. Managing the local authority's funds and properties: managing the property and money of the local authority, establishing necessary buildings, leasing and mortgaging them for a period not exceeding three years, and accepting gifts, bequests and donations.

#### **2.9.4 Municipalities classifications:**

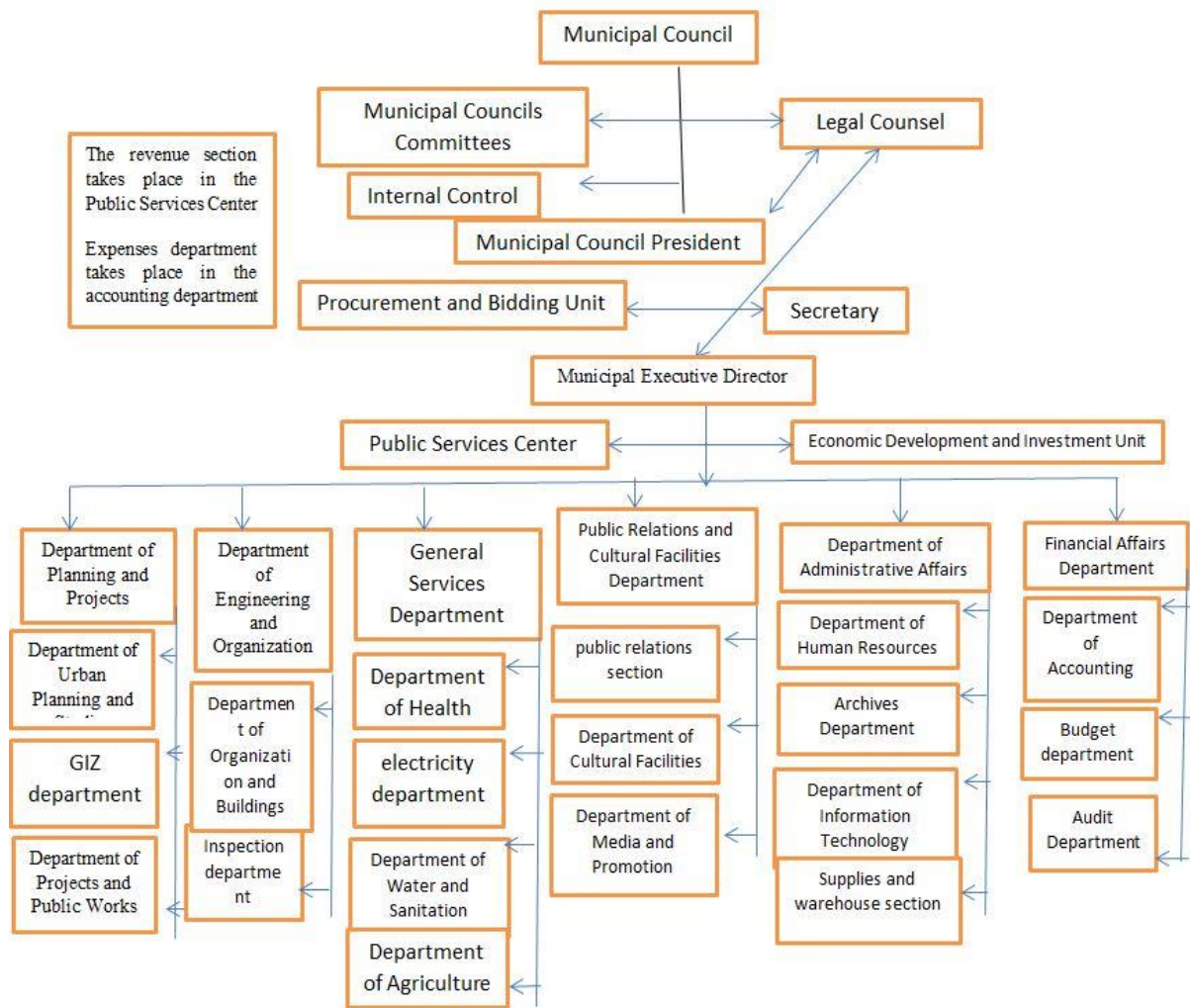
- i. Central Municipalities (A), which are related to the central Palestinian cities (the governorate center). These municipalities are considered the largest local bodies in terms of size and provide the most services and local activities in terms of quantity and quality. In addition, they are concerned with aspects development all over the Palestinian regions the figure below is for the Municipality (A):  
(<http://www.molg.pna.ps/Laws.aspx?id=4>)



**Figure (3) The administrative structure of the municipality classified (A)**

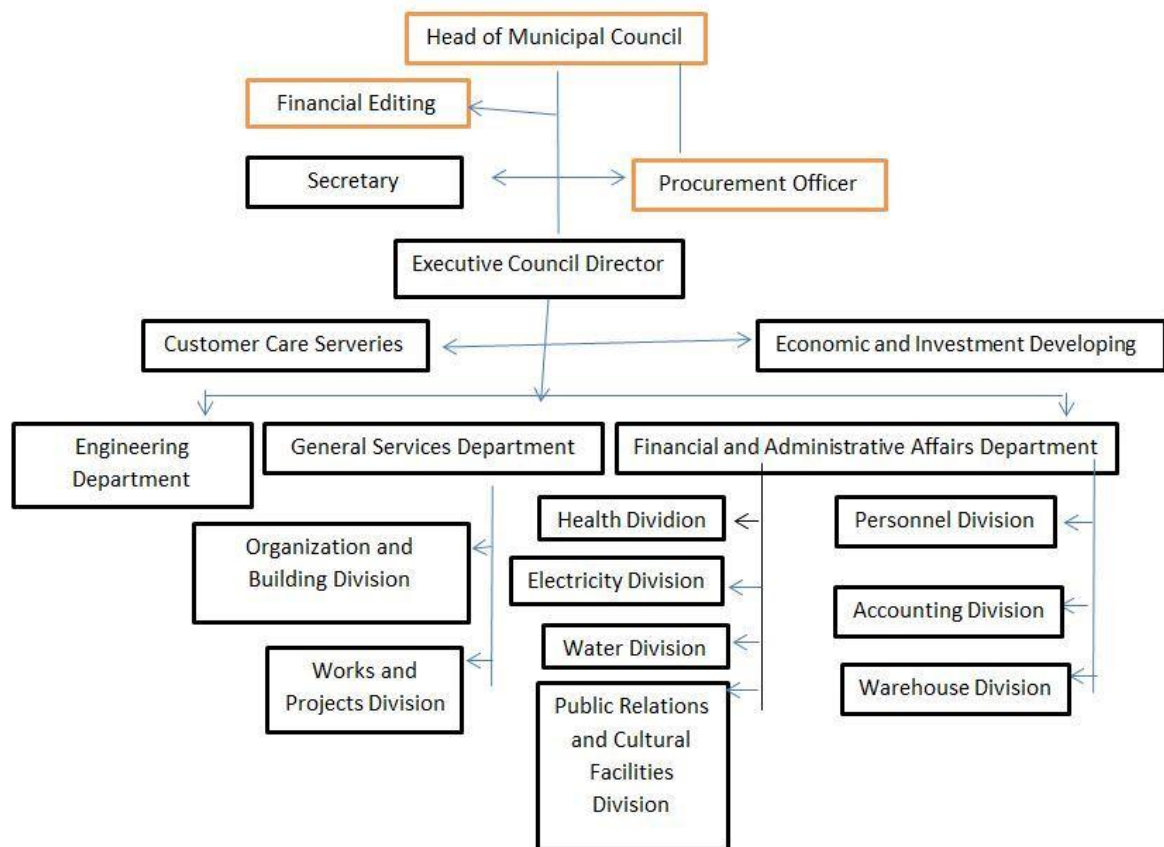
**Source:** (Local Government Ministry)

- ii. Main Municipalities (B): which are related to the cities where their population exceeds 25,000. These municipalities are medium in their functional size, and they form the backbone of the Palestinian municipal structure and have the ability to recruit resources and capabilities greater than they can be provided by basic municipalities the figure below is for the Municipality (B):



**Figure (4) The administrative structure of the municipality classified (B)**

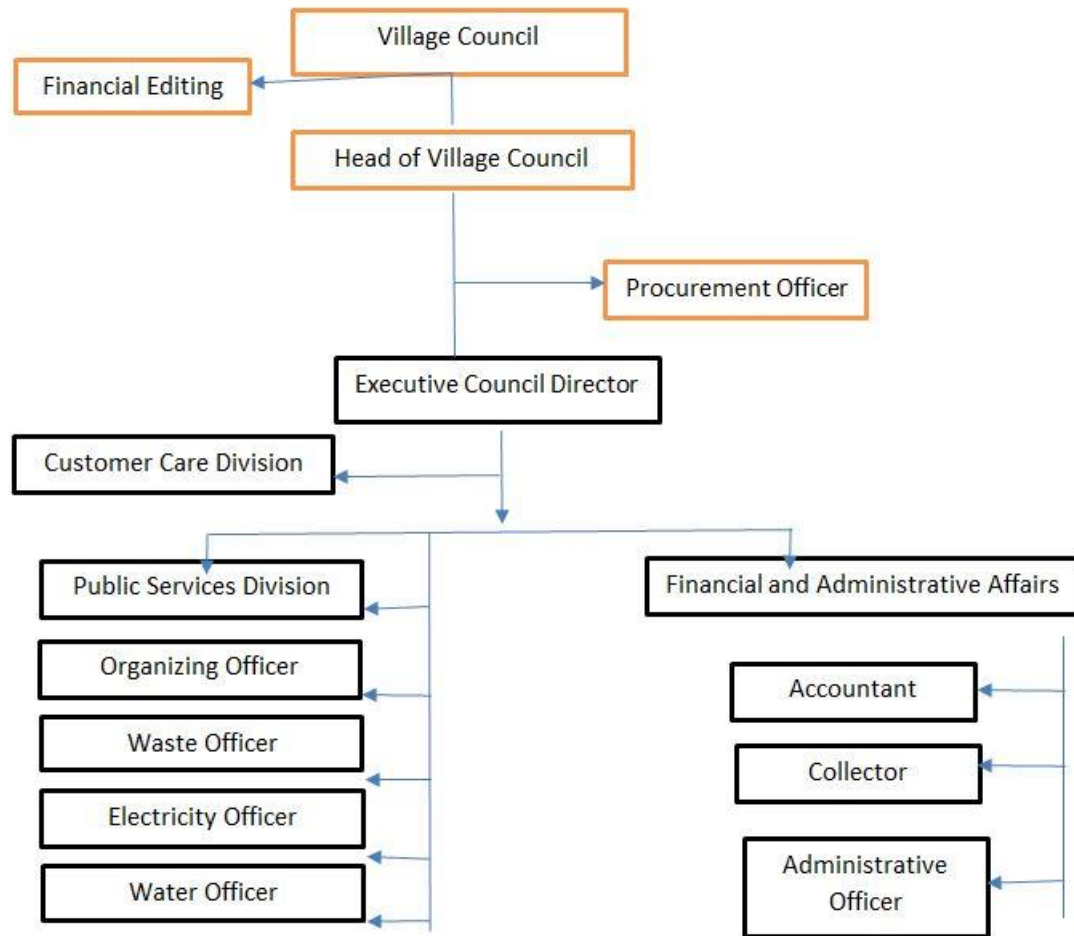
- iii. **Basic Municipalities (C):** These are the municipalities that were formed in small Palestinian towns in terms of (10-25) thousand population, capacities and economic activities. The self-resources of these municipalities are considered limited due to the size of the population and the type of economic activity. Therefore, their capabilities and activities will be limited in providing basic services and carrying out some small development projects the figure below for Municipality (C):



**Figure (5) The administrative structure of the municipality classified (C)**

**Source:** (Local Government Ministry)

- iv. Emerging municipalities (D), which are formed in small towns and villages with a less than 10 thousand population, as they were, until recently, village councils and were upgraded to a municipality, and they provide basic services to the population.



**Figure (6) The administrative structure of Village Council classified (D)**

**Source:** (Local Government Ministry)

### 2.9.5 Municipal elections:

Every four years, municipal elections are held according to a closed electoral lists and proportional representation. Based on which, the Central Elections Committee supervises the election process. Apparently, the mayor will be elected by gaining the highest votes rate. Moreover, the municipal council will be formed to hold weekly periodic meetings in order to set projects implementation policies and plans. In addition, the municipal council forms sub-committees from the members of the municipal council, such as planning and building committees whose all members are parties of the



Municipal Council, the bidding and purchasing committee and any other committees. (<http://www.molg.pna.ps/Laws.aspx?id=1>).

### **2.9.6 Jenin Governorate municipalities, village councils and projects committees:**

Jenin governorate area swallows 592 square kilometres. It is located between the north and the south of Palestine. Jenin governorate is considered as the source of vegetarian food for all of the West bank areas. According to the Palestinian Statistics Department, its population is estimated to be about 332050 in 2020. In addition, Jenin governorate is consisted of 16 municipal councils, 24 village councils, 38 project committees and there is a director of local government who oversees and monitors the performance of each. Finally, elections are held in municipal and village councils periodically every four years. (Hammed, 2009).

#### **1. Jenin municipality:**

According to the Palestinian statistics department, the population of Jenin city is about 52,632 people for the year of 2020. In 1886, the first municipal council was established. It has mosques and schools, including the Fatima Khatun mosque and school dating back to the Ottoman era, the Ottoman palaces, the railway station that used to transport pilgrims from Jenin to Hijaz land, the Ba'ama tunnel, the water barrages, and the Sibat neighbourhood where annual celebrations are held with a cultural character, the area of Jenin and its structural plan is about 22,000 dunums, and there are 40 neighbourhoods inside the city. the municipal council is still operating until today according to the elections are held every four years. The number of members of the municipal council is 15 members, headed by the mayor, and the municipality of Jenin is classified by classification (A). The number of employees in the municipality of

Jenin is 272 according to the data of the Local Government Directorate in Jenin Governorate. There are many charitable, social, sports and cultural institutions in the city of Jenin. In addition to having a governor, directors of Palestinian security, director of public works, director of local government, directorate of health, directorate of foreign affairs, justice and economics, director of social affairs, and there is a headquarters for the court, whether the court of reconciliation or the beginning, and the appeal. There are 25 schools for males and females, including governmental, civil and private. Moreover, there is a director of health, one governmental hospital, as well as three private hospitals; Al-Razi Hospital, Al-Shifa Hospital, Al-Amal Hospital, and Ibn Sina Hospital. For residents and dealers of the city, the number of departments in the municipality is 13 as the following:

1. Facility of the Administrative Department, which supervises all departments of the municipality and is headed by a general director.
2. The Engineering Department, which supervises building licensing based on laws and regulations, supervises infrastructure projects and builds schools and centres that provide services to citizens in the city.
3. Department of Health and Environment, which supervises the monitoring health situation, shops and their trades based on health principles, as well as health environment in the city.
4. Water and Wastewater Department: The employees of this department provide water services to citizens and city residents in all areas, as well as provide sanitation services to homes, and what citizens need in terms of services in this field, especially in the new and new areas.

5. Department of Movement and Mechanics: The employees of this section supervise the mechanisms, equipment and cars of the municipality in terms of providing services to the population, as well as performing maintenance of equipment in case of breakdown.
6. Facility of the Financial Department: This section is concerned with financial operations from the municipality's revenues and expenditures, whether collecting the municipality's financial revenues that it is collected from the citizens' provided services, including house licenses, rents, fees of vegetable market and all services that citizens obtain, making annual budgets and submitting financial reports to the municipal council.
7. Department of Public Service Centre: It is the department through which citizens' requests are received for all services, which in turn delivers them to the concerned department to provide the service to the citizen according to its application and the service to be provided.
8. The Control and Documentation Department: It is the department that is concerned with monitoring all the different departments in terms of their approval and violation of the followed legal principles in accordance with the regulations in force in the municipalities, as well as documenting all correspondence and requests in an archive for all departments.
9. Legal Unit Section: This section is concerned with submitting complaints and regulations violation by before the Palestinian judiciary, as well as representing the municipality before the Palestinian judiciary in the event of complaints submitted to the municipality in any case.

10. Investment Department: This section, in partnership with the private sector, means investing in economic and development projects to increase the municipality's revenues to meet the growing and escalating needs with the increase of the annual population percentage.
11. Procurement Department: This section means to carry out the procurement process for all the equipment, machinery and services required by the municipality. There are legal principles to be followed in the procurement process as it publishes an announcement for tenders for companies and suppliers, and this department undertakes the procurement process for all departments in the municipality according to their needs.
12. Public Relations Department: This section means communicating with all governmental and civil institutions to increase interdependence and cooperation in a way that serves the population of the city. Public relations tasks are considered as one of the most important tasks and the scope of its work is not at the local Palestinian level but outside the country from the process of communicating with institutions that support projects as well as Municipalities in the countries of the world and twinning relations with the municipalities of other cities.
13. Information Technology Department: The role of this department is in engineering the computers and software needed by the various departments in the municipality, as well as supervising their maintenance, preservation and information security, (Jenin Municipality, 2020).

## **2. Qabatiya municipality:**

According to the statistics of the Palestinian Ministry for the year 2020, the population of Qabatiya is about 30,152. Qabatiya town area of land swallows 55000 dunums. Whereas the structural plan for the municipality is 9,000 dunams. In 1966, the first village council was established. After a year, it was suspended until 1971 due to the Israeli occupation measures in the West Bank. In 1975, the council resumed its work and was transferred to a municipal council. Since the establishment of the Palestinian National Authority, elections are held every four years. The municipality provides all services to its population. Moreover, Qabatiya is distinguished by an important location in the southern part of the city of Jenin, on the northern end of the main mountain chain that crosses the interior of Palestine, and it is also located on the oldest mountains overlooking the plain of Araba and the city of Jenin, and it is bordered on the south by Zababda, Musalla and Merka, Jenin city on its northern side, Umm Al-Tut, and Jalqamus from the eastern side, Burqin, Yabd and Araba from the western side. It is also located at an altitude of 370 meters above sea level. According to the data of the Local Government Directorate in Jenin Governorate, there are 16 schools in the town of Qabatiya, 8 schools for males and 8 for females, the number of municipal council members reached 13 members in the last elections in 2017 and the number of municipality employees reached 127 employees. The municipality of Qabatiya is the second largest municipality after the municipality of Jenin in terms of population and area within the scope of municipal services, and it is completely adjacent to the structural boundaries of the municipality of Jenin. People of Qabatiyah town depend on irrigated agriculture, as it is considered one of the most important towns in the production of vegetables and fruits. In addition, it has many poultry, cattle and sheep

farms. Moreover, building stone industry is considered as one of the most important economic sources for its people, as it provides them with thousands of job opportunities. Qabatiya has a health care centre, a civil defence centre, an interior office, a police station, a Sharia court, a Directorate of Education and a Directorate of Agriculture, and there are number of medical centres in addition to a number of charities and sports clubs. It is very important to mention that Qabatiyah municipality has a strategic development plan, but due to the scarcity of financial resources, 20% of its items has been implemented. Therefore, Qabatia needs many projects to be done, such as; road paving, and building schools to cope with the increasing numbers of students on an annual basis, a solar energy project and a hall for public meetings. There are 8 departments in the municipality that provide services to the population, (Qabatiya Municipality,2020).

### **3. Al-yamoun municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, Al-yamoun population is 21,908. In 1952, the first village council was established in the town and the number of its employees reached 31. The town is located at 9 kilometres west of the city of Jenin. Its first municipal council was established in it in 1996 AD and the municipality of Al-Yamoun is classified as category (B). The number of municipal council members is 13 elected members, and elections are held every four years periodically. The area of its land is 25 thousand dunums, of which 6000 dunums are plain land used to grow grains, vegetables and fruits. Its population depends on agriculture, trade, and government jobs. The town of Al-Yamoun is distinguished by a remarkable annual population growth. The town has a medical centre, a police station, a civil society and a number of charitable and agricultural societies, youth and cultural

centres. Al-yamoun municipality has a strategic development plan, 70% has been implemented according to the municipality's administration source, and it is consisted of six departments that provide various services, which are; Administration Department, Health Department, Engineering Department, Finance Department, Public Services Center, Electricity Department. As for its financial status, there is no annual financial savings and there are debts owed by the residents for the benefit of the municipality. Moreover, the municipality needs many projects according to priority, as the following; 1) Paving roads, 2) building schools, 3) a hall for public meetings, 4) a health hospital, 5) a sports ground, 6) a park, 7) a water resource, 8) a water network and 9) an electricity network, (Al-yamoun Municipality, 2020).

#### **4. Ya'bad municipality:**

According to the sources of the Palestinian Central of Statistics for the year 2020, Ya'bad population is 16,886 people. In 1954, the first municipal council was established. It has a 13 elected member and 40 employees. The town of Ya'bad is located to the southwest of Jenin city, about 18 km away, and it rises about 350 meters above sea level. Its land area swallows 38,000 dunams. Ya'bad contains 10 governmental schools, a school that is belonging to the Refugee Relief Agency, a number of governmental and private institutions, such as a police station, a civil defence centre, the Palestinian Red Crescent, an office of the Ministry of Social Development, a branch of the Palestine Social Bank, and a post office. Moreover, its people depend on agriculture, especially tobacco cultivation for living, which is a main source for tobacco companies in Palestine, growing olives, grains and legumes, and working in trade and governmental jobs and charcoal industry. Ya'bad municipality is consisted of six departments that provide services to citizens; the Department of Public Relations, the

Financial Department, the Electricity Department, the Health Department, the Planning and Engineering Department, the Building Organization and Projects Department, and there are many associations, civil, charitable and social institutions, clubs and health centers. The municipality has a strategic development plan, 50% of which has been implemented, and due to the scarcity of financial resources, the municipality has not been able to fully implement it. The municipality needs a number of projects, which are: building schools, water resources, a sports field, a park, and a sewage network, (Ya'bad Municipality,2020).

### **5. Araba municipality:**

According to the Palestinian Central of Statistics for the year 2020, Arraba has a population of 120,05. In 1963, the first municipal council was established. Araba is located 13 km south of Jenin, and it is raised about 340 m from the sea level, and the area its land is about 45,000 dunams. Arraba municipality has 40 employees, and 13 elected members at its municipal council. In addition, Arraba municipality is classified as (b). It is very important to highlight that is Arraba has historical palaces and monuments that are unique in Palestine and have been devoted to tourism and entertainment for their historical value. Moreover, the town has 8 schools for males and females, many governmental and private institutions such as a department for land registry and property, a traffic and dynamometer department, a Sharia court, a property tax office, a police station, a civil defence centre, a health centre, and many charitable institutions and Social and cultural societies. As for its municipality, it has seven departments that provide services to residents, which are; Department of Health and Waste, Department of Tourism Facilities and Parks, Department of Administration and Administrative Affairs, Department of Accounting and Finance, Public Services Centre,



Department of Engineering and Buildings and a Department of Water and Sanitation, (Araba Municipality, 2020).

#### **6. Marj Bin Amer municipality:**

The municipality of Marj bin Amer is a joint municipality between a number of Jenin city villages; Deir Abu Daif, Faqqua, Jalboun, Jalameh, Deir Ghazaleh, Arana, Beit Qad al Janoubi, Beit Qad Al Shamali, Aba Al Sharqiya. It supervises 25,000 residents of these villages. In 2010, the first municipal council was established among these villages. It consists of 11 members, and the number of its employees is 12. Most of the villagers, that are following this municipality, live on agriculture since they have a very fertile agricultural land. It's very important to spot the light over the good relations that connect the villagers of the above-mentioned villages, which made it much easier for them to have a joint municipality. These villages need many projects, such as, paving roads, water and electricity networks, a sewage network, a hall for public meetings, and need health centres, (Marj Bin Amer Municipality,2020).

#### **7. Burqin municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, The population of Burqin town is 7515. In 1999, the first municipal council was established, it consists of 11 elected members and 18 employees. Burqin is a sprawling town that is located on hills and plateaus which are 3 km far from the west of Jenin city, and it rises about 270 meters above sea level. It is a town that is linking a number of villages and towns, including Qabatiyeh, Kafr Thaan and Ibad, and overlooks the plain of Marj bin Amer. The town has the oldest Christian church which is considered as the fourth church that was built in Palestine. The land area of Burqin town swallows 40

thousand dunums and the area of the municipality's structural plan is 5000 dunums. The number of employees in Burqin municipality is 18 male and female, and there are only two departments in the municipality: the engineering and projects department, and the administrative and financial affairs department. There are 5 males' and females' schools in the, a number of charitable and community societies and clubs that provide services in cultural and sports aspects for youth. In addition, it provides several services, including electricity and water, solid waste collection, and sanitation. The municipality has a strategic development plan since 2017-2020, 80% of which have been implemented, and the town needs several projects, including paving the roads. Gas filling station for household use, (Burqin Municipality,2020).

#### **8. Silat Al-Harithiya municipality:**

According to the statistics of the Central Statistics Department for the year 2020, the population of Silat Al-Harithiya town is about 12047 people. In 1997, the first municipal council was established and consists of seven members, and there are five departments in the municipality that provide services to citizens accounting department, health department, engineering department, administration department and management centre. The town has a number of civil institutions, charities, sports clubs, and a health clinic. Apparently, there is a strategic development plan for the municipality, 50% of which have been implemented, and the rest has not been implemented due to the lack of financial resources. Whereas, most of its population are working in agriculture, trade and government jobs, (Silat Al-Harithiya Municipality,2020).

### **9. Zababdeh municipality:**

According to the statistics of the Central Statistics Department for the year 2020, the population of Al-Zababdeh town is 4,587. In 1997, the first municipal council was established, and the municipal council consists of 11 members, and the number of its employees is 19. It is located 3 km from the headquarters of the Arab American University. It is very important to mention that the town municipality has good relationships with neighbours and local municipalities, as well as with European municipalities. The town of Al-Zababdeh has flourished after the establishment of the Arab American University, as construction expanded in it, especially the construction of dorms for students that have come from most areas, cities and villages of Palestine which helped in increasing families' income and invest in the construction sector. However, the municipality suffers from weak projects and governmental support. The municipality has a strategic development plan, 35% of which have been implemented, and the municipality prepares annual budgets. There are four departments in the municipality that provide various services to its population, namely, the Department of Engineering and Water, the Finance and Accounting Department, the Public Relations Department and the Health Department. In addition to having many governmental and private institutions in the town such as medical clinics, charitable, community and cultural societies that contribute to services providing. Moreover, there are a number of public and private schools, 3 of which are affiliated with the Latin Monastery, which are mixed schools (Zababdeh Municipality, 2020).

### **10. Barta'a Al-Sharqiya municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, the population of Barta'a al-Sharqiya is 5054. The town of Barta'a al-Sharqiya is

located 30 km from the city of Jenin, and the first municipal council was established in 2016. The municipal council consists of 11 members and 33 employees. It has four departments that provide various services to citizens, namely; the engineering department, the health and environment department, the accounting and finance department and the secretarial and administration department. In addition to having a number of charitable and youth societies of a cultural and sporting nature that provide services to local community. Moreover, there are 5 schools for males and females. However, the town needs many projects, such as; paving roads, building schools, a network and a water source, a solar energy project, and building a municipality headquarters and a health center. The municipality has a strategic development plan and 50% of them have been implemented and the rest have not been implemented due to the lack of financial sources, ( Barta'a Al-Sharqiya Municipality,2020).

#### **11.Silat Al-Thaher municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, the population of Silat Al-Thaher is 7810. In 1997, the first municipal council was established, it consists of 11 elected members and 17 employees. Moreover, there are three departments operating in the municipality that provide services to citizens, namely Department of Administrative and Financial Affairs, Department of Engineering and Department of Electricity and Water Projects. Silat Al-Thaher town is located 20 km south of Jenin city, and the town is well-known for its commercial and agricultural businesses and raising poultry. The municipality has a strategic development plan, 8% of which has been implemented and due to the lack of financial capabilities the rest of the plan has not been implemented. Therefore, the town needs many necessary projects, including; paving roads, water, electricity and sanitation network and a solar energy

project. However, there are 7 schools for males and females in the town (Silat Al-Thaher Municipality, 2020).

### **12. A'ajja municipality:**

According to the official statistics of the Palestinian Central of Statistics for the year 2020, the population of the town of Ajja is about 6,498. In 2016, the first municipal council was established with 11 elected members and 14 employees. It has three departments that provide services to its population, namely; administrative and Financial Affairs Department, Engineering and Projects Department and Services and Public Relations Department. Whereas, there are four schools for males and females, and there are a number of governmental and civil institutions and charities. Moreover, there is a strategic development plan and about 65% of them have been implemented. The town needs many projects, such as; paving roads, a sewage project, water and electricity networks, a health center and a playground. Whereas, A'ajja is considered as one of the countries with a distinguished economic character, as there are a number of factories that export goods to local, Arab and international market, (A'ajja Municipality, 2020).

### **13. Jaba'a municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, the population of Jaba'a is 10981. It is located at the south of Jenin city. In 1997, the first municipal council was established with 9 elected members and 14 employees that are working in three departments: The Engineering and Projects Department, the Department of Administrative and Financial Affairs and the Department of Public Relations. Whereas, there are 3 schools for males and females in the town, and there are

a number of governmental and private institutions, charitable societies, youth clubs, a police station, civil defence, and governmental and private health clinics. Moreover, there is a strategic development plan, about 15% of which have been implemented with weak financial capabilities. Therefore, the town suffers from scarcity of financial resources and it is in dire need of a number of projects, namely; building schools, paving roads, a source of water, a water network, a hall for public meetings and an electricity network, (Jaba'a Municipality,2020).

#### **14. Kafr Than municipality:**

According to the statistics of the Palestinian Central of Statistics for the year 2020, the population of Kafr Than is 6,951. The town is located 4 km to the west of the city of Jenin. In 2014, the first municipal council was established with 9 members and 7 employees who are working in three departments: The Administrative and Financial Affairs Department, the Engineering Department and the Public Services Department. There are 4 schools for males and females in the town, a number of charitable societies clubs and a woman centre. Moreover, the municipality has a strategic development plan, 50% of which has been implemented so far. Therefore, the town needs to a number of projects, such as; paving roads, building schools, a water source, an electricity and water networks, a park and a hall for public meetings. Most of the town's people work in agriculture, which is an important economic source, (Kafr Than Municipality,2020).

#### **15. Kafr Ra'I municipality:**

According to the official statistics of the Palestinian Central of Statistics for the year 2020, the population of the town of Kafr Ra'i is 9,833. According to the area structural plan, the town swallows an area of 5,000 dunums, but the land area of Kafr

Ra'i is about 31,000 denims. In 1996, the first municipal council was established in with 11 elected members and 24 employees that are working in seven departments: Engineering Department, Administrative and Financial Affairs Department, Health Department, Electricity Department, Water Department, Department of Economic Development and Department of Public Services. The town has 6 schools for males and females, a number of charitable societies, cooperative societies, youth sports and cultural clubs and habitation centres for people with special needs. Moreover, strategic development plan is available for the municipality, 40% of it has been implemented with weak capabilities and financial resources. Therefore, the town needs a number of projects, including a health centre, paving roads, a sports stadium, an electricity and water network, a permanent water source, a hall for public meetings and building more schools, (Kafr Ra'I Municipality,2020).

#### **16. Maythaloun municipality:**

According to the official statistics of the Central Statistics Department for the year 2020, the population of the town of Maythaloun is about 8775. In 1996, the first municipal council was established with 11 elected members and 19 employees that are working in three departments, namely: The Department of Administrative and Financial Affairs, Engineering Department and Department of Public and Health Services. In addition, there are 6 schools for males and females, a number of civil and governmental institutions, a police station, a civil defence centre, charities and youth and cultural clubs. Moreover, there is a strategic development plan, 20% of which have been implemented. Therefore, the town needs many Projects including: building, (Maythaloun Municipality, 2020).

### **2.9.7 Similarity and difference between municipalities of Jenin Governorate:**

After the researcher conducted interviews with the leadership and management of the municipalities and obtained information from them and about the members of the municipal council, the number of departments in them, the classification of the municipalities and information about their strategic plans and what had been implemented thereof, the obstacles and challenges facing the municipalities.

The municipalities of Jenin Governorate are similar in some matters such as classification, the administrative structure and the needs of projects in terms of priority, and the same is also similar in that they need financial resources to cover the costs of their projects according to the strategic plans that have been approved and but not implemented, the municipalities differ in the number of employees and the number of departments in each municipality.

All the municipalities of Jenin Governorate suffer from weak financial resources, most of which owe debts to the Palestinian government, and also there are municipality debts to residents, because in previous years and as a result of the unstable political situation during the past twenty years and more, the residents of these towns were unable to pay their financial obligations from them. Prices for electricity and water, as well as fees for licenses for shops and homes, and each municipality has a strategic plan. The population and the local community have been involved in setting items and objectives and formulating strategic plans since 2017-2021, and each municipality differs from the other in its ability to implement these plans according to its financial resources. And obtaining grants from donors in financing projects, the following table shows a comparison of similarities and differences in terms of classification of



municipalities, the number of departments and employees in its , and the percentage of implementation of the strategic plan that started in 2017 and ends at the end of 2021, the table shows the comparison in the number of elected municipal council members as follows:

**Table No (2.1) Compare Between the Municipalities of Jenin Governorate**

<b>The Municipality</b>	<b>Classification</b>	<b>Sections #</b>	<b>Employees #</b>	<b>Strategic Plan Execution %</b>	<b>Council #</b>
Jinen	A	15	272	20%	15
Qabatia	B	8	127	20%	13
Al-yamoun	B	6	31	70%	13
Ya'bad	B	6	40	50%	13
Araba	B	7	40	80%	13
Marj Bin Amer	C	4	12	20%	11
Burqin	C	2	18	80%	11
Silat Al-Harithiya	C	5	26	50%	7
Zababdeh	C	4	19	35%	11
Barta'a Al-Sharqiya	C	4	33	50%	11
Silat Al-Thaher	C	3	<b>17</b>	8%	11
A'ajja	C	3	14	65%	11
Jaba'a	C	3	14	15%	9
Kafr Than	C	3	7	50%	9
Kafr Ra'I	C	7	24	40%	11
Maythaloun	C	3	19	20%	11

### **2.9.8 Conclusion and summary:**

The researcher reviewed two important concepts in the life of institutions and organizations, namely the concepts related to leadership, its theories, types, role, importance, similarities and differences between them, and the studies conducted by the two researchers in various terms. The researcher also reviewed job satisfaction in terms of definition, different concepts and theories related to job satisfaction, its importance, its role in productivity and the pattern relationship in the practice of different leadership styles on job satisfaction in organizations as well as to related to the basic research problem, which is titled “ the impact of practicing transformational leadership on

employee job satisfaction in the municipalities of Jenin Governorate”. The researcher concluded the following to the conclusion:

1. Transformational leadership has its importance in change and development, whether at the level of organizations or at the level of individuals. The transformational leader exercises influence by example and good practice, motivation and inspiration, raises awareness level of the subordinates and exceeds with them the achievement of personal interests, elevates their goals and interests, as well as, the transformational leadership is considered a normative pattern, which shows leaders have how they should behave , how to advance the goals of their organizations, create an organizational climate that raises the level of productivity of individuals and the organization alike.
2. Job satisfaction shows us its importance for the individual, the organization and society, and although it is a psychological phenomenon related to the individual's feelings towards his/ her work, it can be measured through several methods. In addition, the determinants of job satisfaction constitute in their entirety the components of job satisfaction, and highlight the importance of practicing the transformational leadership style in its ability to direct individuals' behaviours and bring about positive change in their attitudes towards work and lead it in an effective manner that ensures the promotion of positive feelings of workers towards the organization in which they work.
3. There is a direct relationship between the practice of transformational leadership style and job satisfaction, as proven by research, where the higher the practice of transformational leadership, the higher the level of job satisfaction in institutions and organizations, as shown by the results of studies:

- According to (Paracha, 2012). The leader in this pattern is related directly to the subordinates, and his\her style has a significant impact on the workflow mechanism and the degree of attention to the feelings of subordinates and achieving its needs.
- In addition, job satisfaction is one of the outputs of leadership which directly influences job satisfaction (Al-Tahaina and Iwedat, 2014). Moreover, the transformational leadership style greatly and positively affects job satisfaction because of its moral commitment to the organization and its goals, which affects subordinates in adopting and preserving this ethical commitment (Al-Tahaina and Iwedat, 2014).
- According to Faris, (2014) study the transformational leader does his\her best to energies to satisfy the needs of subordinates, materially or morally, until they reach the most stages of the achievement of their goals and desires and thus create the greatest degree of job satisfaction with them, so that the leader, in cooperation with his\her subordinates and participation, can advance and develop their organization, change the old routine work style and develop work methods so the organization could become the best among organizations.
- According to Al-Sharif (2015) shows the impact of transformational leadership on job satisfaction with the following points:
  1. Develop the performance of workers in the organization and encourage them to teamwork and cooperation.
  2. Encouraging employees to provide creative solutions to problems.

3. Encourage workers to participate in new activities and make additional efforts to achieve the organization's mission and goals.
4. Leaders participate with the subordinates in formulating the goals of the organization, defining them, and motivating them to think creatively to find multiple interpretations and alternatives to the ideal mechanism for achieving the goals.
5. It makes employees work in a team spirit and creates a collaborative work environment in which employees share responsibilities and powers, which increases creativity and distinction in the organization.

After this conclusion researcher has presented the theoretical side and previous studies that show that there is a strong relationship between practicing of transformational leadership and job satisfaction of workers, he will project the theoretical side on the reality by conducting the field study and collecting the necessary data and using the methodology and appropriate tools to test the research hypotheses mentioned in Chapter One

After reviewing the theoretical framework in the concept of leadership, its development, theories and approaches, and reviewing the transformational leadership style and its dimensions, job satisfaction as a theoretical concept and the factors affecting it, and the possibility of measuring it, the researcher benefited from the theoretical framework and previous studies in building the theoretical model and formulating the hypotheses subject to study to drop them in the field study subject of study, The Impact of practicing the transformational leadership style on employees job Satisfaction in the municipalities of Jenin Governorate.

## **Chapter Three**

### **Methodology**

#### **3.1 Introduction:**

In this chapter the researcher aims to clarify the steps of the research plan and its methodology, in terms of the research design, the source of the data, the questionnaire that was designed in order to achieve research purpose, the reliability and validity of the questionnaire, data collection included primary and secondary data sources , the population and the sample size that was selected, the hypotheses that were formulated for the answer the research questions. The tools were used to analyze the data with appropriate statistical methods that the researcher used to achieve the research objectives and the research model discussion.

#### **3.2 Research Design:**

Creswell (2005) explained that researchers use three approaches, including qualitative, quantitative, and mixed methods to investigate a phenomenon. This study use a quantitative method to determine if transformational leadership style is influenced by the following variables: Inspirational Motivation, Empowerment, Idealized Influence, Intellectual Stimulation, and Individual Consideration on employees job satisfaction factors that were affected by the followings : nature of Job , wages satisfaction, leadership style and supervision, job conditions / work environment, job colleagues, job stability, growth and career development in the municipalities of Jenin Governorate.

The researcher uses the questionnaire developed by (Aldrraji, 2014), (Quessy, 2018) and (Al-Jeditawi, 2010) which consist and includes three sections:

First section: 7 items were formulated according to the demographic information: age, material status, family size, academic qualification, occupational experience, and nature of work.

Second section: 20 items were formulated for the independent variables of transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Empowerment) four question items formulated to each independent dimension.

Third section: 21 items were formulated to dependent Variables Job satisfactions and considers the control variables affecting job satisfaction: (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability, and the growth of career development,) and for each factor 3 question items. The questionnaire as shown in Appendix (A).

The researcher conducted the pilot study to test the research design, a panel of three academicians have been selected based on their expertise in the field of quality leadership to evaluate the questionnaire. Based on discussions, the expert group dropped two sets and two items from the questionnaire, because the expert group suggested that the questions should be clear, easy to understand and realistically stated. A pilot group of twelve members of the population, not included in the sample, were randomly selected for further revision, to increase the reliability of the questionnaire. Based on the data collection, a brief item analysis was conducted from the pilot test for clarity. After

analyzing the result, no changes were made to the questionnaire. The panel of expert confirmed that the survey questionnaire is related to this research.

### **3.3 Data Collection:**

#### **3.3.1 Data sources:**

1. **Primary sources:** A questionnaire was designed to measure the level of practicing transformational leadership in the municipalities of Jenin Governorate. And the employees' job that may affect job satisfaction factors that the researcher aims to measure the relationship between the independent variables and dependent variables.
2. **Secondary sources:** The researcher reviewed available previous books and research in order to adequately cover the theoretical framework related to leadership in general, transformational leadership and job satisfaction, as well as secondary data collected from the municipalities management staff , this information included the classification of municipalities and the number of departments, accomplished of their strategic plans percentage , the needs, difficulties and challenges that these municipalities face in Jenin Governorate.

#### **3.3.2 Population and sample size:**

##### **1. Population:**

All the employees that are not holding administrative title in the municipalities of Jenin Governorate:( Jenin, Qabatiya, Al-Yamun, Zababdeh, Arabeh, Ya`bad, Silat al-Harithiya, Kafr Dhan, Kafr Ra`i, Ejja, Barta'a, Silat Al-Dhahr, Maithaloun, Marj Ibn Amer, Burqueen, Jaba). According to Sekaran (2006): "The study population is the complete group of people, events, or things that the researcher is interested in studying."

(p. 344). Based on the current study problem and its goals, the study population consisted of all the employees in Jenin Governorate municipalities, 16 municipalities, which were (713) employees, shown in the following table:

**Table No. (3.1) The Municipalities Names of Jenin Governorate Population,**

<b>The name of the municipality</b>	<b>Employees No</b>
<b>Jenin City</b>	<b>272</b>
<b>Qabatiya</b>	<b>127</b>
<b>Yamun</b>	<b>31</b>
<b>Yaebed</b>	<b>40</b>
<b>Arabeh</b>	<b>40</b>
<b>Selet Aldaher</b>	<b>17</b>
<b>Selet Alharethiya</b>	<b>26</b>
<b>Jabea</b>	<b>14</b>
<b>Methaloon</b>	<b>19</b>
<b>Marj – Iben Amer</b>	<b>12</b>
<b>Ajjah</b>	<b>14</b>
<b>Kufor Rae</b>	<b>24</b>
<b>Kufor Dan</b>	<b>7</b>
<b>Barqeen</b>	<b>18</b>
<b>Zababdah</b>	<b>19</b>
<b>Bartaeh</b>	<b>33</b>
<b>Sum</b>	<b>713</b>

**Source: (The local government directorate in Jenin Governorate, 2020)**

**Sample size:**

According to Thompson (2006) equation, the sample was calculated as the following:

**N:** is the size of a population = **713**

**Z:** The standard score corresponding to the significance level is 0.95 and is equal to

**1.96**, d the error rate is **0.05**, p Availability and neutral availability ratio = **0.50**



$$n = \frac{N \times P(1-p)}{\left[ \left[ N-1 \times \left( d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

n= 250

**Table No. (3.2): The population and sample size for each municipalities of Jenin Governorate**

<b>The name of the municipality</b>	<b>Employees No</b>	<b>percentage employees / Population</b>		<b>The Sample for each municipality</b>
<b>Jenin City</b>	<b>272</b>	<b>0.38148668</b>	<b>95.37</b>	<b>95</b>
<b>Qabatiya</b>	<b>127</b>	<b>0.17812062</b>	<b>44.5</b>	<b>45</b>
<b>Yamun</b>	<b>31</b>	<b>0.04347826</b>	<b>10.86</b>	<b>11</b>
<b>Yaebed</b>	<b>40</b>	<b>0.05610098</b>	<b>14.025</b>	<b>14</b>
<b>Arabeh</b>	<b>40</b>	<b>0.05610098</b>	<b>14.025</b>	<b>14</b>
<b>Selet Aldaher</b>	<b>17</b>	<b>0.02384292</b>	<b>5.96</b>	<b>6</b>
<b>Selet Alharethiya</b>	<b>26</b>	<b>0.03646564</b>	<b>9.11</b>	<b>9</b>
<b>Jabea</b>	<b>14</b>	<b>0.01963534</b>	<b>4.90</b>	<b>5</b>
<b>Methaloon</b>	<b>19</b>	<b>0.02664797</b>	<b>6.66</b>	<b>7</b>
<b>Marj – Iben Amer</b>	<b>12</b>	<b>0.01683029</b>	<b>4.20</b>	<b>4</b>
<b>Ajjah</b>	<b>14</b>	<b>0.01963534</b>	<b>4.90</b>	<b>5</b>
<b>Kufor Raee</b>	<b>24</b>	<b>0.03366059</b>	<b>8.41</b>	<b>8</b>
<b>Kufor Dan</b>	<b>7</b>	<b>0.00981767</b>	<b>2.45</b>	<b>2</b>
<b>Barqeen</b>	<b>18</b>	<b>0.02524544</b>	<b>6.31</b>	<b>6</b>
<b>Zababdah</b>	<b>19</b>	<b>0.02664797</b>	<b>6.66</b>	<b>7</b>
<b>Bartaeh</b>	<b>33</b>	<b>0.04628331</b>	<b>11.57</b>	<b>12</b>
<b>Sum</b>	<b>713</b>	<b>100%</b>		<b>250</b>

Source: (The local government directorate in Jenin Governorate, 2020).

### **3.3.3 The questionnaire distribution process:**

The researcher distributed the questionnaire according to the sample size for each municipality that was calculated, as the questionnaire was distributed randomly, distributed to 16 municipalities, it was coordinating made in advance with the municipality's administration for the appropriate time according to a program. The distribution process took 16 days. The researcher distributed 250 questionnaires randomly to all municipality's employees. 250 people were respondent to the questionnaires, and data were collected, and entered through SPSS program.

In addition to distributing the questionnaire to the respondents process, the researcher collected secondary information about the municipalities such as the number of departments and sections in each municipalities , the projects of each municipality needs, the nature work of the populations work depended , and got summary of information about each municipality established history in order to enrich the research with some demographic, social, cultural and historical information about each its .

### **3.3.4 Validity and reliability:**

Hair, Bush and Ortinau, (2003) stated, "Validity is the degree to which a research instrument serves the purpose for which it was constructed; it relates to the extent to which the conclusions drawn from an experiment are true" (p. 686). According to Creswell (2005), "The internal validity of a research study is the extent to which the research design and the data...allow the researcher to draw accurate conclusions about the cause and effect and other relationships from the study" (p. 150). Creswell defined external validity as the "extent to which its results apply to situations beyond the study itself-in other words, the extent to which the conclusions drawn can be generalized to

other contexts” (p. 165). The biases that could affect the validity of the study will be minimized because both instruments for the survey have been validated and found to be generalizable to other situations (Berson & Linton, 2005).

Hair et al. (2003) explained, “Reliability is the extent to which the measurements taken with a particular instrument are repeatable” (p. 681). Pelosi et al. (2001) defined reliability as "the extent to which the measure is without bias (error free) and hence offers consistent measurement across times and across the various items in the instrument" (p. 127. According to George and Mallery (2003), a Cronbach’s alpha of .70 is acceptable. Using the Cronbach's alpha and other reliability tests, studies have endorsed the reliability in using the questionnaires.

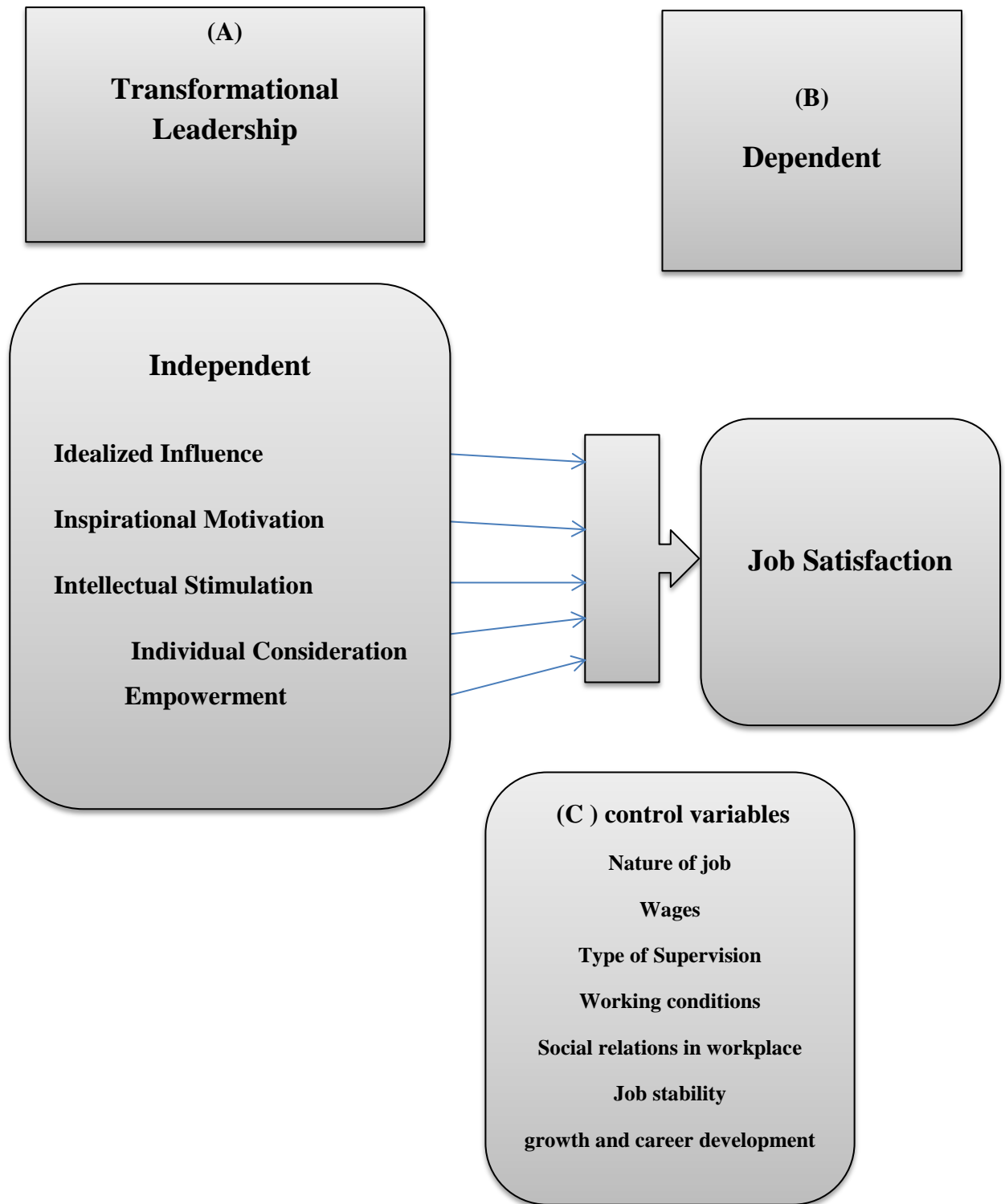
### **3.4 Statistical Approach:**

The researcher used (SPSS) version 24 for Statistical package for social science to analysis the data. Various statistical tests and procedures were used including, cross-tabulation, ANOVA, simple regression, multiple regression, linearity tests, multicollinearity tests and descriptive analyses. The data was analyzed displayed and explained in Chapter Four.

### **3.5 Discussion of the Model Selection:**

The model consists of the basic structures that represented:

- A. The first concept independent variables: (transformational leadership dimensions),
- B. The second concept dependent: (job satisfaction ),
- C. The third control factors variables: Effect on job satisfaction.



**Figure (5) The Conceptual Research Model**

**Source: (prepared by the researcher)**

Conceptualized research model explains the relationships between the independent variables, Transformational Leadership and their dimensions: (Idealized Influence, Inspirational Motivation, Intellectual Stimulation , Individual Consideration, Empowerment) , the dependent variable ( job satisfaction) and the control variables effect on job satisfaction such as: (Nature of Job , Wages Satisfaction, Leadership Style and Supervision, Job Conditions / Work Environment, Job Colleagues, Job Stability, Growth and Career Development).

## **Chapter Four**

### **Data Analysis and Regression Results**

#### **4.1 Introduction:**

The purpose of this chapter is to report the results of the collected data and to answer the research questions. The chapter begins with a demographic profile of the participants in this study. The chapter then discusses whether the data has met all the necessary conditions and is ready for empirical testing. At the end, the results of all the hypotheses tested are reported.

#### **4.2 Demographic Profile of Participants:**

250 respondents were chosen, from 16 local government municipalities in Jenin Governorate. Data from the questionnaires were entered into the Statistical Package for the Social Science, SPSS version 24.0, for analysis. The following section presents the percentage of respondents' demographic information, in terms of gender, qualifications, and number of years in current position (duration).

There were 203 male participants (81.2%), and 47 female respondents (18.8%), who took part in this study. The respondents included 66 employees with less than High school qualification (26.4%), 53 that have a High school certificate (21.2%), 55 with a Diploma (22%), 69 employees with Bachelor degree (27.6) and 7 with graduate master level (2.8%). Of the 250 respondents, there were 31 persons (12.4%) having working experience less than 3 years, 65 participants (26%) who have worked in the local government municipalities for 3-6 years, 61 persons (24.4%) who have worked for 7-10 years, and 93 participants (37.2%) who have worked more than 10 years. Respondents' demographic information is presented in Table 4.1.

**Table (4.1) Respondents' Demographic Information**

<i>Category</i>	<i>Classification</i>	<i>Frequency</i>	<i>Percentage</i>
<b>Gender</b>	Male	203	81.2
	Female	47	18.8
<b>Material Status</b>	Single	31	12.4
	Married	209	83.6
	Others	10	4.0
<b>Age</b>	less than 25	31	12.4
	25-30	55	22.0
	31-39	69	27.6
	>39	95	38.0
<b>Family Size</b>	1	39	15.6
	2	29	11.6
	3	20	8.0
	4	35	14.0
	5	49	19.6
	6	39	15.6
	7	18	7.2
	8	10	4.0
	9	9	3.6
	10	2	.8
<b>Qualification</b>	Less than High School	66	26.4
	High School	53	21.2
	High School Diploma	55	22.0
	Bachelor	69	27.6
	Master	7	2.8
<b>Working years</b>	Less than 3 years	31	12.4
	3 – 6 years	65	26
	7 – 10 years	61	24.4
	More than 10 years	93	37.2
<b>Job Nature</b>	Office	105	42.0
	Filed	65	26.0
	Mixed	80	32.0

### 4.3 Goodness of the Data:

The feel for the data gives preliminary ideas of how good the scales are, how well the coding and entering of data have been done and so on. The goodness of data is generally acquired by checking the central tendency and the dispersion. The mean,

standard deviation and variance in the data gives the researcher a good idea of how the respondents have reacted to the items in the questionnaire and how good the items and the measures are. The feel for the data in this study was checked through the descriptive statistics given in table 4.2.

**Table (4.2) Descriptive Statistics**

Variables	Mean	Std. Dev	Variance	Skewness		Kurtosis		Scale
Idealized influence	3.8840	.78134	.610	-.913	.154	1.377	.307	High
Inspirational motivation	3.5940	.91954	.846	-.666	.154	.015	.307	Moderate
Intellectual stimulation	3.6040	.84441	.713	-.507	.154	-.052	.307	Moderate
Individual consideration	3.4510	.95314	.908	-.634	.154	.036	.307	Moderate
Empowerment	3.6390	.82623	.683	-.689	.154	.114	.307	Moderate
Job satisfaction	3.7328	.67682	.458	-.580	.154	.371	.307	High

The above table reveals that all the variables in the study have skewness and kurtosis values well in acceptable range, which implies that the data has met the normality assumption. The skewness and kurtosis for each item of study variables are provided in. Appendix (B).



#### 4.4 Reliability of the Measures:

The reliability of a measure refers to the degree to which a measure is free from error and provides consistent results over time. Four methods are used for estimating the reliability coefficient of a variable. These include the test-retest method, parallel-form method, inter-item consistency method and the split-half method. However, the most commonly used among the four methods, is the measure of internal consistency is the Coefficient alpha, also known as the Cronbach alpha. The value of  $\alpha$  ranges from 0 to 1. A high value of alpha, that is, near to 1 indicates high reliability and a low value is an indication that either the items are too few or there is little commonality among the items. The reliability coefficients of the different measures used in this study were assessed using Cronbach's coefficient. All the variables approached good reliability level which is given in the following table.

**Table (4.3) Reliability of Scales.**

Variables	Items	Cronbach Alpha
Idealized Influence	4	0.871
Inspirational Motivation	4	0.917
Intellectual Stimulation	4	0.896
Individual Consideration	4	0.898
Empowerment	4	0.824
Job Satisfaction	21	0.929

#### 4.5 Testing for the Assumptions of Multiple Regression Analysis:

The use of multiple regression analysis requires certain conditions to be fulfilled. These conditions commonly known as assumptions of multiple regression analysis include, checking for the presence of outliers, normality, linearity, multicollinearity, and homoscedasticity. In this study, all these assumptions were met and no serious violation was reported. A detailed analysis of these assumptions is given below.

1. **Outliers:** An outlier has been defined as an extreme value that is far from the majority of the data that it probably arose from a different cause or is due to measurement error. If an outlier is present in the data, it can significantly affect the results of regression analysis, particularly if the sample size is small. Different tools can be employed to detect the presence of outliers. Some of the common tools include histograms, box plots and Mahala Nobis distance. In this study, histograms and box plots were used to detect univariate outliers and then to detect bivariate outliers. Overall, no outliers were detected in this study. See Appendix (C).

2. **Normality:** The second assumption of regression analysis is related to the normality of the variables. It has to be ensured that each variable and all linear combinations of the variables are normally distributed. Both statistical and graphical methods are used to assess the normality. In statistical methods, Skewness and Kurtosis are used. When the values of Skewness and kurtosis are equal to zero, it is considered that the distribution is exactly normal. However, the assumption of normality is seriously violated when these values reach 3 (plus or minus). In this study, no serious violation is detected. See Appendix (D).

**3. Linearity:** The third assumption of multiple regression analysis is that the relationship between the independent and dependent variables is linear. Review of concerned literature evidences that if there are substantial non-linear relationships, they will be ignored in the analysis and the actual strength of the relationship will be underestimated. In this study, the linearity of variables was investigated by the test of linearity command in SPSS. The test revealed that there is no violation of this assumption. (See Appendix (C)).

**4. Multicollinearity:** In regression analysis, when the independent variables are correlated with one another, it indicates the problem of multicollinearity. For multiple regression, no explanatory variable has a perfect linear relationship with another explanatory variable. Review of literature for this assumption reveals that an inter correlation of greater than 0.6 between the independent variables is considered as evidence of high multicollinearity. See Appendix (E).

**5. Homoscedasticity:** Homoscedasticity means that the variance of the dependent variable is approximately the same at different levels of the explanatory variables. Homoscedasticity can be investigated by graphical analysis (the scatter plot of regression residuals) or through statistical tests (Levene's test). In this study, the results as presented in the graphical analysis shows that the data also conform to this assumption. The detailed results are given in. Appendix (F).

## **4.6 Regression Results:**

### **4.6.1 Testing hypothesis:**

At the beginning of this subsection, we give a review of the hypothesis proposed in this study. We organize the null hypothesis as the following:

1. H0-1: There is no significant relationship between transformational leadership and job satisfaction level for the municipalities of Jenin Governorate employees.
2. H0-2: There is no significant relationship between idealized influence dimension and job satisfaction level for the municipalities of Jenin Governorate employees.
3. H0-3: There is no significant relationship between the inspirational motivation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.
4. H0-4: There is no significant relationship between the intellectual stimulation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.
5. H0-5: There is no significant relationship between the individual consideration dimension and job satisfaction level for the municipalities of Jenin Governorate employees.
6. H0-6: There is no significant relationship between the empowerment dimension and job satisfaction level for the municipalities of Jenin Governorate employees.
7. H0-7: There is no impact of the control variables: (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability and growth career and development) on the relationship between transformational leadership and job satisfaction.

The results of hypothesized in (1) is presented in Table 4.4 to which is given below. Table 4.4 shows the result of the relationship between the transformational leadership style and job satisfaction level on the Municipalities of Jenin Governorate.

**Table (4.4) Rrelationship between transformational leadership style and job satisfaction level.**

Dependent variable	Independent variable	Adjusted R <sup>2</sup>	F	P-value	$\beta$	Standard error	T	P-value
job satisfaction	transformational leadership style	0.527	278.698	0.00	0.727	0.039	16.694	0.00

As shown in table 4.4 above, the result indicates a significant relationship between the transformational leadership style and job satisfaction level. The table shows that the estimate of  $\beta$  is 0.727 which is highly significant (t-statistic = 16.694 and P-value= 0.00). These results indicate a strong relationship between the transformational leadership style and job satisfaction level. It shows that if municipal staff on Jenin Governorate had the opportunity to be supported to have a transformational leadership style, it will lead to a better level of job satisfaction. The model fit was significant with F statistic significant at the 0.000 level. The adjusted R-square value of 0.527 and R equal 0.734 shows that 52.7% of the total variation is explained by this explanatory variable. Hence, the null hypothesis reject (H0-1) which is proposed in (1) and accept the alternative hypothesis.

**Table (4.5) Coefficients of the variables**

Independent Variables	Dependent Variable	$\beta$	Sd. Error	t	P-value
Constant			.155	9.189	.000
idealized influence	Job satisfaction	.077	.064	1.034	.302

inspirational motivation	Job satisfaction	.356	.060	4.345	.000
intellectual stimulation	Job satisfaction	.096	.064	1.209	.228
individual consideration	Job satisfaction	.168	.059	2.017	.045
Empowerment	Job satisfaction	.141	.059	1.966	.050

Table 4.5 shows the results for the separate dimensions of the transformational leadership style. The researcher notes that the most predictive variable according to the  $\beta$  score is idealized influence with (.077). The results for the T-statistic and P-value (t-statistic = 1.034 and P-value= .302) provides statistical evidence that there is no significant relationship between idealized influence and job satisfaction. Given this result to accept the null hypothesis (H0-2) which is proposed in (2) and reject the alternative one.

Table 4.5 shows the results for the separate dimensions of the transformational leadership style. We note that the most predictive variable according to the  $\beta$  score is inspirational motivation with (0.356). The results for the T-statistic and P-value ((t-statistic = 4.345 and P-value= 0.00) provides statistical evidence that there is a relationship between inspirational motivation and job satisfaction. Given this result to reject the null hypothesis (H0-3) which is proposed in (3) and accept the alternative one.

Table 4.5 shows the results for the separate dimensions of the transformational leadership style. The researcher notes that the most predictive variable according to the  $\beta$  score is intellectual stimulation with (.096). The results for the T-statistic and P-value (t-statistic = 1.209 and P-value= .228) provides statistical evidence that there is no significant relationship between idealized influence and job satisfaction. Given this

result to accept the null hypothesis (H0-4) which is proposed in (4) and reject the alternative one.

Looking at the results in Table 4.5, we note that the results for the T-statistic and P-value ((t-statistic = 2.017 and P-value= 0.045) provides statistical evidence that there is a relationship between individual consideration and job satisfaction. Although the P-value is slightly lower than the significance level 0.05, yet it is enough to reject the null hypothesis (H0-5) that is presented by (5) and gives enough evidence to support the alternative hypothesis that there is a significance relationship between individual consideration and job satisfaction.

Moreover, reject the null hypothesis presented in (6) since the results for the T-statistic and P-value ((t-statistic = 1.966 and P-value= 0.05) provides statistical evidence that there is a relationship between empowerment and job satisfaction. Even when in this particular case the P-value is equal to the significance level, still the result is statistically significant and is enough to reject the null hypothesis and support the alternative hypothesis.

Now move to analyze the regression model when we add the controlling variables suggested by the model of this study so we can test the hypothesis proposed in (7) so we use Hierarchical multiple regression.

Table 4.6 shows the result of the effect of the control variables on when added to the regression model. The table shows an improved adjusted  $R^2$  score (0.966) after applying the control variables and the independent variables now explains 96.6% of the dependent variable job satisfaction. Thus, after controlling, the R square improved by

(0.438) 43.8% compared to original model as shown in the table. The contribution of the control variables are significant since the P-value of the F-Change have significant values (F-Change =456.785, P-value=0.00).

**Table (4.6) Model summary after control variables**

Model	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F change	P-value	F statistic	P-value
Before	.527	.527	278.698	0.00	278.698	0.00
Control						
After	.966	.438	456.785	0.00	882.702	0.00
Control						

The model fit after controlling was significant with F statistic significant at the 0.000 level. The adjusted R-square value of 0.966, shows that 96.6% of the total variation is explained by this explanatory variable. Hence, the seventh null hypothesis shown in (7) is rejected and the alternative hypothesis is supported indicating that There is indeed an impact of the control variables: : (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability and growth career and development) on the relationship between transformational leadership and job satisfaction.

**Table (4.7) Coefficients of the variables (control)**

Independent Variables	Dependent Variable	$\beta$	Sd. Error	t	P-value
Constant			.053	.873	.384
nature of job	Job satisfaction	.170	.012	10.87	.000
Wages	Job satisfaction	.225	.009	15.21	.000



type of Supervision	Job satisfaction	.168	.014	10.59	.000
social relations in workplace	Job satisfaction	.150	.016	8.671	.000
job stability	Job satisfaction	.235	.013	12.37	.000
growth and career development	Job satisfaction	.212	.012	11.64	.000

Table 4.7 shows the results for the control variables and their effect on job satisfaction. The table shows that the estimate of  $\beta$  for job stability is 0.235 which is highly significant (t-statistic = 12.37 and P-value= 0.00). These results indicate a strong relationship between job stability and Job satisfaction and that the effect of the independent variable is the strongest in the model. The estimate of  $\beta$  for wages is second highest value with 0.225 which is highly significant (t-statistic = 15.21 and P-value= 0.00) these results indicate a strong relationship between wages which is the second most predictive variable and job satisfaction. All other results are also significant but with less predictive values as shown by the  $\beta$  scores.

#### 4.6.2 Summary result testing:

After testing hypothesis, the researcher found the following results:

1. Reject null hypothesis (H0-1) and accept the alternative hypothesis (Ha-1).
2. Reject null hypothesis (H0-2) and accept the alternative hypothesis (Ha-2).
3. Accept null hypothesis (H0-3) and reject the alternative hypothesis (Ha-3).
4. Reject null hypothesis (H0-4) and accept the alternative hypothesis (Ha-4).
5. Accept null hypothesis (H0-5) and reject the alternative hypothesis (Ha-5).
6. Reject null hypothesis (H0-6) and accept the alternative hypothesis (Ha-6).

7. Reject null hypothesis (H0-7) and accept the alternative hypothesis (Ha-7).

After the researcher completed the appropriate analysis, the reliability of questionnaire is tested, the descriptive satisfices analysis for the Independent and dependent variables and control variables, the hypotheses are tested, the researcher is finding by answering the research questions the following:

**1. What is the level of practicing the transformational leadership in the Municipalities of Jenin Governorate from the point of view of subordinates?**

The results suggest that from the point of view of subordinates of the Municipalities of Jenin Governorate responded with mean (3.6334) towards practicing Moderate of the transformational leadership on the statistical scale defined for this study. This means that the respondents agree that the transformational leadership is practiced at the level of 72.3% in different Municipalities where this study took part. This present differs slightly depending on the gender of the respondent where women had a higher response than men do by 2.2% the table below appear the result of each dimension of transformational leadership practicing and the level according to sekaran (2013) range scale.

**Table (4.8) Transformational leadership and dimensions range scale**

<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>
Idealized Influence	3.8840	.78134	High
Empowerment	3.6390	.82623	Moderate
Intellectual Stimulation	3.6040	.84441	Moderate
Inspirational Motivation	3.5940	.91954	Moderate
Individual Consideration	3.4510	.95314	Moderate
Transformational Practicing	3.6334	.76552	Moderate

The above table (4.8) shows the arithmetic mean and standard deviations of the level of municipal leadership and management practiced in the Municipalities of Jenin governorate, arranged in descending order according to the arithmetic mean, and the results show that the level of transformational leadership practice by heads, directors and heads of departments in the municipalities on which the study was conducted came with moderate degree,

## **2. What is the level of job satisfaction employees in the municipalities of Jenin Governorate?**

The respondents of this study have a mean of (3.7328) of job satisfaction variable depending on the scale of this study. This gives evidence that the level is high of job satisfaction for subordinates of the Municipalities of Jenin Governorate is about 74.7 %. This differs between respondents with different qualifications where respondents with lower qualification degree have higher job satisfaction that those with higher levels of education. For example, the job satisfaction for respondents with qualification level less than High school is with mean (3.8838) and level 77.7% satisfaction where respondents with Bachelor degree have a mean of (3.5625) with 71.25 % satisfaction. According to sekran (2013), range scale.

**Table (4.9) Job satisfaction and control factors variables range scale**

<b>Factors Effect of Job Satisfaction</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>
Working Conditions	4.0147	.79054	High
Social Relations in Workplace	3.9520	.73929	High
Type of Supervision	3.9173	.84441	High
Nature of Job	3.8200	.85497	High
Growth and Career Development	3.7347	.99812	High
Job Stability	3.5413	1.00704	Moderate
Wages	3.1493	1.11335	Moderate
Job Satisfaction	3.7328	.67682	High

The table (4.8) above shows the means and standard deviation of the elements that affect job satisfaction, and they are arranged in descending order,

**3. What is the impact of practicing the transformational leadership on the level of job satisfaction employee is in the municipalities of Jenin Governorate?**

The final result of analyses indicates that there is a significant relationship between the transformational leadership style and job satisfaction level. The estimate of  $\beta$  is 0.727 which is highly significant (t-statistic = 16.694 and P-value= 0.00). These results indicate a strong relationship between the transformational leadership style and job satisfaction level. It shows that if the employees in the municipalities of Jenin Governorate had the opportunity to be supported to have a transformational leadership style, it will lead to a better level of job satisfaction. The model fit was significant with F statistic significant at the 0.000 level. The adjusted R-square value of 0.527 shows that 52.7% of the total variation is explained by this explanatory variable, and the result of the transformational dimensions independent variables as the following:

- A. **Idealized influence:** The results for the T-statistic and P-value ((t-statistic = 1.034 and P-value= .302) provides statistical evidence that there is no relationship between idealized influence and job satisfaction. Although the P-value is slightly higher than the significance level 0.05, that means there is no impact on employee's job satisfaction in the municipalities of Jenin Governorate depending on the sample chosen.
- B. **Inspirational motivation:** The most predictive variable according to the  $\beta$  score is inspirational motivation with (0.356). The results for the T-statistic and

P-value ((t-statistic = 4.345 and P-value= 0.00) provides statistical evidence that there is a significant relationship between inspirational motivation and job satisfaction.

C. **Intellectual stimulation:** The results for the T-statistic and P-value ((t-statistic = 1.209 and P-value=.228) provides statistical evidence that there no is a relationship between intellectual stimulation and job satisfaction. Although the P-value is slightly Higher than the significance level 0.05, that there is no a significance relationship between intellectual stimulation and job satisfaction that's mean no impact of this dimension on job satisfaction in the municipalities of Jenin Governorate on the sample chosen.

D. **Individual consideration:** The results for the T-statistic and P-value ((t-statistic = 2.017 and P-value= 0.045) provides statistical evidence that there is a relationship between individual consideration and job satisfaction. Although the P-value is slightly lower than the significance level 0.05, that there is a significance relationship between individual consideration and job satisfaction.

E. **Empowerment:** The results for the T-statistic and P-value ((t-statistic = 1.966 and P-value= 0.05) provides statistical evidence that there is a relationship between empowerment and job satisfaction. Even when in this particular case the P-value is equal to the significance level.

#### 4. What is the most influential factors that contribute to the relationship between transformational leadership and job satisfaction?

The result of most influential of control variables and their effect on job satisfaction is the job stability that the estimate of  $\beta$  for job stability is 0.235 which is

highly significant (t-statistic = 12.37 and P-value= 0.00). These results indicate a strong relationship between job stability and Job satisfaction and that the effect of the independent variable is the strongest in the model. The estimate of  $\beta$  for wages is second highest value with 0.225 which is highly significant (t-statistic = 15.21 and P-value= 0.00) these results indicate a strong relationship between wages which is the second most predictive variable and job satisfaction. All other results are also significant but with less predictive values as shown by the  $\beta$  scores.

## **Chapter Five**

### **Summary and Conclusion**

#### **5.1 Introduction:**

In the previous chapter, the data were analyzed, hypotheses were examined, and the research questions were answered. In the fifth chapter, based on the final results, the research hypotheses would be discussed and the researcher's opinion expressed accordingly, recommendations were proposed to municipal leaders and further researches were proposed.

#### **5.2 Discussions of Hypothesis:**

1. H0-1: There is no significant relationship between transformational leadership and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final results, the null hypothesis rejected as proposed in (1) and supported the alternative hypothesis, that indicated a significant strong relationship between the transformational leadership style and job satisfaction level. Apparently, if Jenin's municipalities leaders are practicing transformational leadership style, it leads to a better employees' job satisfaction level. The Final result of practicing leaders of transformational leadership in the municipalities of Jenin governorate evaluated with moderate degree at significance level 0.05.

2. H0-2: There is no significant relationship between idealized influence dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final result, the null hypothesis accepted (H0-2) as well as proposed in (2) and the alternative one rejected, which provides evidence that there is no significant relationship between idealized influence dimension and job Satisfaction, and there is no impact of practicing leadership idealized influence dimension on employee's job satisfaction in the municipalities of Jenin Governorate from the respondents' point of view.

3. H0-3: There is no significant relationship between the inspirational motivation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final results, the null hypothesis rejected (H0-3) as well as proposed in (3) and the alternative one accepted. There is significant relationship between inspirational motivation dimension and job satisfaction. This shows that there is an impact of this dimension on the job satisfaction of employees in the municipalities of the Jenin Governorate and that the leaders in the municipalities of Jenin Governorate practiced this dimension evaluated with a high degree at a significance level 0.05.

4. H0-4: There is no significant relationship between the intellectual stimulation dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final result, the null hypothesis accepted (H0-4) as well as proposed in (4) and the alternative one rejected, which provides evidence that there is no significant relationship between intellectual stimulation dimension and job Satisfaction,



and there is no impact of practicing leadership intellectual stimulation dimension on employees' job satisfaction in the municipalities of Jenin Governorate.

5. H0-5: There is no significant relationship between the individual consideration dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final result, the null hypothesis rejected which presented by (5) and the alternative hypothesis accepted, that's gives enough evidence to support that there is a significance relationship between individual considerations and job satisfaction. This shows that there is an impact of this dimension on the job satisfaction of employees in the municipalities of Jenin Governorate, and that mean the leaders of the municipalities of Jenin Governorate practiced this dimension evaluated with moderate degree at a significance level 0.05.

6. H0-6: There is no significant relationship between the empowerment dimension and job satisfaction level for the municipalities of Jenin Governorate employees.

Based on the final result, the null hypothesis rejected as presented by (6) and the alternative hypothesis accepted, that there is a significance relationship between empowerment and job satisfaction. This shows that there is an impact of this dimension on job satisfaction of employees in the municipalities of Jenin Governorate and that is the leaders in the municipalities of Jenin Governorate practiced this dimension evaluated with moderate degree at a significance level 0.05.

7. H0-7: There is no impact of the control variables: (nature of job, wages, type of Supervision, social relations in workplace, working conditions, job stability,

growth career and development on the relationship between transformational leadership and job satisfaction.

Based on the final statistical result, the null hypothesis rejected that is shown in (7) and the alternative hypothesis accepted, that supported indicating that there is indeed an impact of the control variables: (nature of job, wages, type of supervision, social relations in workplace, working conditions, job stability, growth career and development) on the relationship between transformational leadership and job satisfaction. As for job stability, which is highly significant, these results indicate a strong relationship between job stability and job satisfaction and that is the effect of the independent variable is the strongest in the model of the research. As for wages, results pointed out that it's the second highest value, which is highly significant that indicate a strong relationship between wages, all other results are also significant but with less predictive. The final result for job satisfaction level in the municipalities of Jenin governorate is evaluated with high degree at the significant level 0.05.

Based on the final results of the study. The researcher has observed that job stability and salary are the most influential factors in the relationship between practicing the transformational leadership style and job satisfaction due to the fact that the municipalities hold elections periodically every four years and the municipal leadership changes; there is a variation and difference in the policy of each new elected municipal council with family backgrounds or political organization. This generates among employees the fear of losing their jobs according to the practice of the new elected municipality leadership pattern. Job stability and permanence of work are among the most important elements of job satisfaction and it is also due to the political and

economic instability in Palestine in general and the weak financial resources of the municipalities and the level of satisfaction job stability is moderate, and the salary comes in second place in the strength of the influence, and this is a natural thing because the salary meets the needs of the employee and can do his job as a family and provide what they need from the needs of them.

### **5.3 Recommendations:**

On the light of the previous conducted results, some recommendations are displayed due to the fact that they may be helpful in improving the level of transformational leadership practices in the municipalities of Jenin Governorate, increasing employees' job satisfaction in all of the municipalities facilities since the results of the current study showed a significant and positive relationship between practicing transformational leadership and level of job satisfaction. Moreover, it's very important to pay attention to employees' job satisfaction since it has several positive effects on municipalities production and services.

After a deep meditateness on the basis of the concluded findings, the researcher recommends the following:

1. The researcher suggests for the Ministry of Local Government, in its capacity as responsible for the municipalities, pay attention to the style of practicing transformational leadership due to the positive advantages of this style in achieving the level of job satisfaction and increasing the productivity of the employees. Researcher suggest to the Ministry of Local Government to prepare a training program for mayors, directors and heads of municipal departments in

Palestine, introducing them to this style leadership and encouraging them to practice its actually.

2. Make municipal leaders are shall encourage employees to make the ways in which they do things questionable, to leave themselves from the past and clearly define the facts in which they believe, to stimulate the efforts of employees to be creative and innovative.
3. Municipal leaders should be a symbol to increase awareness and understanding of the desired goals that are mutual between them and the employees as the actions of the leaders affect the followers and push them to represent their steps.
4. Taking into account the individual differences between employees and therefore dealing with the followers in different ways, taking into account justice between them, and the embodiment of this is done through the personal interest of municipal leaders with his subordinates, realizing the individual differences between them, working on training and guiding them to achieve further development, growth, and motivating them to find creative solutions to the problems they faced.
5. Empowering workers to participate in the decision-making process in the municipalities that helps to achieve the municipality's interest, giving them more authorization, more powers and responsibilities. Giving them more confidence and freedom that enables them to have resources that support their work and decisions, inviting them constantly to participate in decision-making.
6. Raise the morale of workers in municipalities in Jenin Governorate and reassure them of job stability, as the employee's sense of job stability increases his belonging, loyalty and productivity.

7. Increase the salaries of the employees in proportion to their efforts exerted in the municipalities and improve their income level, and this leads to an increase in their job satisfaction and the achievement of the objectives of the organization where they work.

#### **5.4 Suggestions for Further Research:**

On the light of the study concluded results, the researcher recommends:

1. Conducting a study about the impact of practicing transformational leadership on employees' job satisfaction in many governorates municipalities and make a comparison between the concluded results.
2. Conducting a study about the impact of practicing transformational leadership on employees' performance in Jenin governorate municipality.
3. Conducting a study about the impact of practicing transformational leadership on bank employees' job satisfaction in Jenin city.

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## Appendices (A)



**Arab American University**

**Graduate Studies Faculty**

**Master in Strategic Planning and Fundraising**

**Hello,**

Dear participants, addressing you with modesty to fill the following questionnaire for the sake of fulfilling the MA degree requirements. Knowing that the following attached questionnaire is a study tool in order to collect the required data from Jenin Governate municipalities' employees to conduct a study titled as ' *The Impact of Practicing Transformational Leadership on Employees' Job Satisfaction Level in Jenin Governor Municipalities* '. The study is following the informal consent ethic. Based on which, the collected data will be surrounded by total confidentiality and will only be used for the sake of the scientific researches.

### **General Directions:**

1. In case of having any questions please contact the researcher on this cell phone number 0595597555.
2. Please answer the questions on the basis of your surrounding working conditions. Therefore, the conducted results would be valid and reliable.
3. Please answer all of the questionnaire questions.

**Regards**

**Researcher Study Supervisor**

**AYSAR P. SUSSAN, D.B.A**

**Ali Odeh**

**First section: personal and occupational data**

Please write down (X) In front of the right choice for each following sentence;

1. Gender: Male ☐ Female ☐
2. Marital status: Single ☐ Married ☐ Others ☐
3. Number of family members: \_\_\_\_\_
4. Age group: Less than 25 years ☐ 25-30 years ☐ 31-39 ☐ More than 39 years ☐
5. Academic Qualification: Less than high school ☐ High school ☐ Diploma ☐ BA ☐ MA ☐
6. Occupational experience: Less than 3 years ☐ 3-6 years ☐ 7-10 years ☐ More than 10 years ☐
7. Occupational nature: Desk ☐ Field ☐ Both ☐

**Second Section: questions related to the study; this section consists of two axes. The first axis measures the practice of transformational leadership. While the second axis measures job satisfaction.**

**First axis: Dimensions of transformational leadership**, this axis consists of five dimensions that assess the extent of harmony with transformational leadership. Please write down (X) In front of the right choice for each following sentence;

#	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
First Dimension: Idealized influence						
1	Municipality administration gets my respect and appreciation.					
2	Municipality administration behavior toward its employees is characterized by optimal values, such as; honesty, responsibility...etc.					
3	The municipality administration gives priority to achieving the public interest.					
4	The municipality administration acts in a professional manner that the employees seek to emulate.					
Second Dimension: Inspiration Motivation						
5	The municipality administration works to raise the enthusiasm for working among the employees.					
6	The municipality administration encourages employees to perform more than they expected.					
7	The municipality administration directs its employees to work in a team spirit and to promote teamwork education.					



8	The municipality administration seeks to form a clear vision and optimism its among employees.					
Third Dimension: Intellectual Arousal						
9	The municipality administration motivates employees to find creative solutions to problems.					
10	Municipal administration gives employees the opportunity to think about old problems in new ways.					
11	The municipality administration supports the unconventional ideas that are suggested by employees.					
12	The municipality administration gives employees the opportunity to look at problems from different angles.					
Fourth Dimension: Individual Considerations						
13	The municipality administration considers and understands the individual differences between employees and deals fairly and transparently with everyone.					
14	The municipality administration keens to fulfil its employees' needs and desires.					
15	The municipality administration makes efforts to educate and train employees.					
16	The municipality administration expresses its appreciation to the employees when the work is well accomplished.					
Fifth Dimension: Empowerment						
17	The municipality administration provides adequate support to train its employees in order to increase their performance capacity and encourages them to take responsibility.					
18	The municipality administration provides a comprehensive vision for the work, leaving the largest margin for the employees to implement it.					
19	The municipality administration delegates enough powers to employees to accomplish their work.					
20	Employees possess required skills to handle job responsibilities.					

**Second axis: job satisfaction,** it consists of seven dimensions that assess the extent of job satisfaction.

Please write down (X) In front of the right choice for each following sentence;

#	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
First Dimension: Nature Job satisfaction						
1	I'm satisfied with my position nature.					
2	I'm satisfied with my position terms.					
3	My position is appropriate according to my career scope.					
Second Dimension: wages satisfaction						
4	My salary is commensurate with my efforts.					
5	My salary is sufficient to satisfy my needs.					
6	My salary is proportional with the degree I'm holding.					
Third Dimension: supervision and leadership style satisfaction						
7	My direct supervisor treats me well.					
8	My direct manager is adopting the dialogue and discussion style.					
9	Municipality administration is applying laws, regulations and instructions over all employees.					
Fourth Dimension: job conditions \ job environment satisfaction						
10	Employees have all the necessary protection elements against occupational hazards.					
11	Municipality provides all of its employees and their families with health insurance.					
12	The municipality has all of the required facilities, such as; offices, chairs, ventilations and lighting.					
Fifth Dimension: Co-workers satisfaction						
13	Co-workers help each other's in the municipality.					
14	Co-workers cooperate with each other's in the municipality.					
15	There are good social relations among co-workers.					
Sixth Dimension: Job stability						

satisfaction						
16	Existence of job stability sense.					
17	I feel reassured to keep working at the municipality.					
18	The municipality offers job security in case of illness or disability.					
Seventh Dimension: Growth and Career Development						
19	The institution provides its employees with new skills, training and refining their skills.					
20	I expect to make a remarkable progress within my position.					
21	The municipality promotion system depends on the employees' performances.					

Thanks for your well cooperation

Researcher:

Ali Odeh



الجامعة العربية الأمريكية

كلية الدراسات العليا

ماجستير تخطيط استراتيجي وتجديد أموال

تحية طيبة وبعد،،،

أتوجه إليكم بجزيل الشكر والعرفان، راجياً من حضرتكم التعاون من أجل تعبئة هذا الاستبيان لإنجاز دراستي، مع العلم أن الاستبانة المرفقة عبارة عن أداة لجمع البيانات اللازمة من خلال موظفي بلديات محافظة جنين لإجراء دراسة بعنوان: "أثر ممارسة نمط القيادة التحويلية على مستوى رضا الموظفين في بلديات محافظة جنين". مع العلم بأن جميع البيانات التي سوف يتم جمعها تكون محاطة بالسرية التامة ولن يتم استخدامها إلا لأغراض البحث العلمي فقط.

إرشادات عامة:

1. في حال وجود أي استفسار يرجى عدم التردد في التواصل مع الباحث من خلال جوال رقم 0595597555
2. يرجى الإجابة عن الأسئلة حسب الواقع الموجود بمؤسستكم حتى يتسنى الخروج بنتائج دقيقة تخدم بلديات محافظة جنين.
3. يرجى الإجابة على جميع الأسئلة.

"شاكرين لكم حسن تعاونكم"

إشراف الأستاذ الدكتور

أيسر سوسان

الباحث

علي عوده زكارنة

**القسم الأول: البيانات الشخصية والوظيفية:**

يرجى التكرم بوضع إشارة (X) أمام الخيار المناسب لكل من العبارات التالية:

1. النوع: ☐ ذكر ☐ أنثى
2. الحالة الاجتماعية: ☐ أعزب ☐ متزوج ☐ غير ذلك ☐
3. عدد أفراد الأسرة: -----
4. الفئة العمرية: أقل من 25 سنة ☐ 25-30 سنة ☐ 31-39 سنة ☐ أكثر من 39 سنة
5. المؤهل العلمي: أقل من ثانوية عامة ☐ ثانوية عامة ☐ دبلوم ☐ بكالوريوس ☐ ماجستير ☐
6. الخبرة العملية: أقل من 3 سنوات ☐ من 3-6 سنوات ☐ من 7-10 سنوات ☐ أكثر من 10 سنوات ☐
7. طبيعة العمل: ☐ مكتبي ☐ ميداني ☐ مكتبي وميداني ☐

القسم الثاني: الأسئلة الخاصة بالدراسة، يتكون هذا القسم من محورين اما المحور الأول يقيس ممارسة القيادة التحويلية، اما المحور الثاني يقيس الرضى الوظيفي

المحور الاول: ابعاد القيادة التحويلية، يتكون هذا المحور من خمس ابعاد تقيم مدى الانسجام مع القيادة التحويلية، يرجى من حضرتكم التكرم بوضع إشارة (X) أمام الخيار المناسب لكل من العبارات التالية:-

#	السؤال	موافق بشده	موافق	محايد	معارض	غير موافق بشده
البعد الأول: التأثير المثالي						
1	تحظى ادارة البلدية باحترامي وتقديري.					
2	تتسم سلوك ادارة البلدية مع الموظفين بالقيم المثلى (مثل الصدق، والأمانة، وتحمل المسؤولية، والاخلاص بالعمل).					
3	تعطي إدارة البلدية الأولوية لتحقيق المصلحة العامة.					
4	تتصرف ادارة البلدية بشكل مهني يسعى الموظفون لمحاكاته وتقليده.					
البعد الثاني: الدافعية الملهمه						
5	تعمل ادارة البلدية على اثارة روح الحماس للعمل لدى الموظفين.					
6	تشجع ادارة البلدية الموظفين لتحقيق أكثر اداء مما كانوا يتوقعون.					
7	توجه ادارة البلدية الموظفين للعمل بروح الفريق الواحد وتعزيز ثقافة العمل الجماعي.					
8	تسعى ادارة البلدية على تكوين رؤية واضحة والتفاؤل بالمستقبل لدى الموظفين.					
البعد الثالث: الاستثارة الفكرية						
9	تحفز ادارة البلدية الموظفين على ايجاد حلول ابداعية للمشكلات.					
10	تتيح ادارة البلدية الفرصة للموظفين للتفكير في المشاكل القديمة بطرق جديدة.					
11	تدعم ادارة البلدية الافكار غير التقليدية التي يطرحها الموظفون.					
12	تعطي ادارة البلدية الموظفين الفرصة للنظر للمشكلات من زوايا مختلفة.					
البعد الرابع: الاعتبارات الفردية						
13	تراعي وتتفهم ادارة البلدية الفروق الفردية بين الموظفين وتتعامل بعدالة وشفافية مع الجميع.					
14	تحرص ادارة البلدية على تحقيق احتياجات ورغبات الموظفين.					
15	تبذل ادارة البلدية الجهد في تعليم وتدريب الموظفين.					
16	تعبر ادارة البلدية للموظفين عن التقدير عند انجاز العمل بشكل جيد.					
البعد الخامس: التمكين						
17	توفر ادارة البلدية الدعم الكافي لتدريب الموظفين فيها لزيادة القدرة في الاداء وتشجعهم على تحمل المسؤولية.					

18	تقدم إدارة البلدية تصوراً شاملاً للعمل تاركة الهامش الأكبر للموظفين لتنفيذه.				
19	تفوض إدارة البلدية من الصلاحيات للموظفين بما يكفي لإنجاز أعمالهم				
20	يمتلك الموظفون المهارات اللازمة للتعامل مع مسؤوليات الوظيفة.				

المحور الثاني: الرضا الوظيفي، يتكون هذا المحور من سبعة ابعاد تقيم مدى الرضا الوظيفي، يرجى من حضرتكم التكرم بوضع إشارة (X) أمام الخيار المناسب لكل من العبارات التالية: -

#	السؤال	موافق بشده	موافق	محايد	غير موافق	غير موافق بشده
البعد الأول: الرضا عن الوظيفة						
1	اشعر بالرضا من طبيعة وظيفتي.					
2	اشعر بالرضا من شروط وظيفتي.					
3	وظيفتي مناسبة لي بنطاق طموحي الوظيفي.					
البعد الثاني: الرضا عن الاجر						
4	راتبي يتناسب مع جهدي الذي ابذله.					
5	يكفي راتبي لإشباع احتياجاتي					
6	راتبي يتناسب والدرجة العلمية التي احملها.					
البعد الثالث: الرضا عن اسلوب القيادة والاشراف						
7	يعاملني مسؤولي المباشر معاملة جيدة					
8	يعتمد مسؤولي المباشر اسلوب الحوار والمناقشة					
9	تقوم ادارة البلدية بتطبيق القوانين والانظمة والتعليمات على جميع الموظفين.					
البعد الرابع: الرضا عن ظروف العمل / بيئة العمل						
10	يتوفر للموظف كل عناصر الحماية من الاخطار المهنية					
11	توفر البلدية تأمين صحي للموظف وعائلته.					
12	تتوفر في البلدية الامكانيات المطلوبة (مكتب، وكربي، وتهوية، واضاءة).					
البعد الخامس: الرضا عن زملاء العمل						
13	يساعد الزملاء بعضهم البعض في البلدية					
14	يوجد تعاون بين الزملاء في العمل.					
15	توجد علاقات ودية وغير رسمية بين زملاء العمل					
البعد السادس: الرضا عن الاستقرار الوظيفي						
16	يتوفر الشعور بالاستقرار الوظيفي					
17	اشعر بالاطمئنان لاستمرار عملي في البلدية					

18	تتوفر في البلدية درجة الامان الوظيفي في حالة حدوث مرض او عجز صحي.				
البعد السابع: الرضا عن النمو والارتقاء					
19	تعمل المؤسسة على تطوير وتدريب الموظفين واكسابهم مهارات جديدة				
20	أتوقع التقدم في العمل في عملي بشكل جيد.				
21	تعتمد عملية الترقية في البلدية على درجة اداء الموظف.				

شاكرًا لكم حسن تعاونكم

الباحث: علي زكارنه

## Appendix (B): SPSS results for demographic data:

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	203	81.2	81.2	81.2
female	47	18.8	18.8	100.0
Total	250	100.0	100.0	

MS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	31	12.4	12.4	12.4
married	209	83.6	83.6	96.0
others	10	4.0	4.0	100.0
Total	250	100.0	100.0	

Family Size

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	39	15.6	15.6	15.6
2.00	29	11.6	11.6	27.2
3.00	20	8.0	8.0	35.2
4.00	35	14.0	14.0	49.2
5.00	49	19.6	19.6	68.8
6.00	39	15.6	15.6	84.4
7.00	18	7.2	7.2	91.6
8.00	10	4.0	4.0	95.6
9.00	9	3.6	3.6	99.2
10.00	2	.8	.8	100.0
Total	250	100.0	100.0	



## Age

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 25	31	12.4	12.4	12.4
25-30	55	22.0	22.0	34.4
Valid 31-39	69	27.6	27.6	62.0
>39	95	38.0	38.0	100.0
Total	250	100.0	100.0	

## Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
less than high school	66	26.4	26.4	26.4
High school	53	21.2	21.2	47.6
Valid Diploma	55	22.0	22.0	69.6
Bachelor	69	27.6	27.6	97.2
Master	7	2.8	2.8	100.0
Total	250	100.0	100.0	

## experience

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 3 years	31	12.4	12.4	12.4
3-6	65	26.0	26.0	38.4
Valid 7-10	61	24.4	24.4	62.8
greater than 10	93	37.2	37.2	100.0
Total	250	100.0	100.0	

## Job Nature

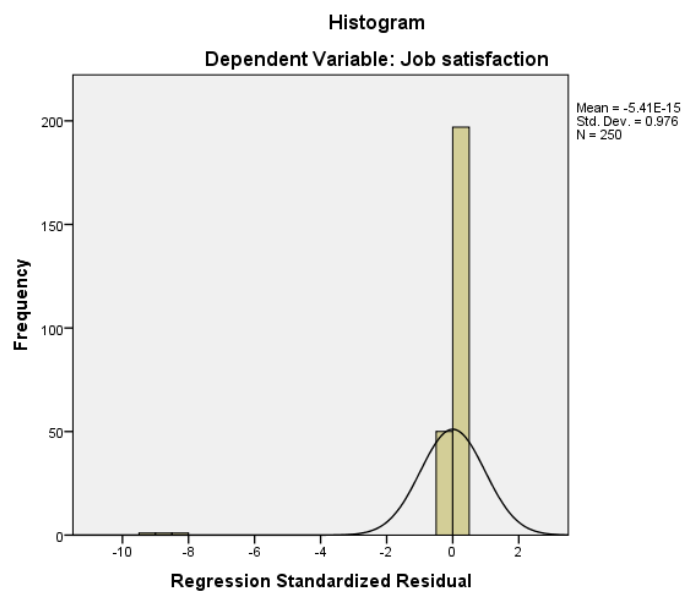
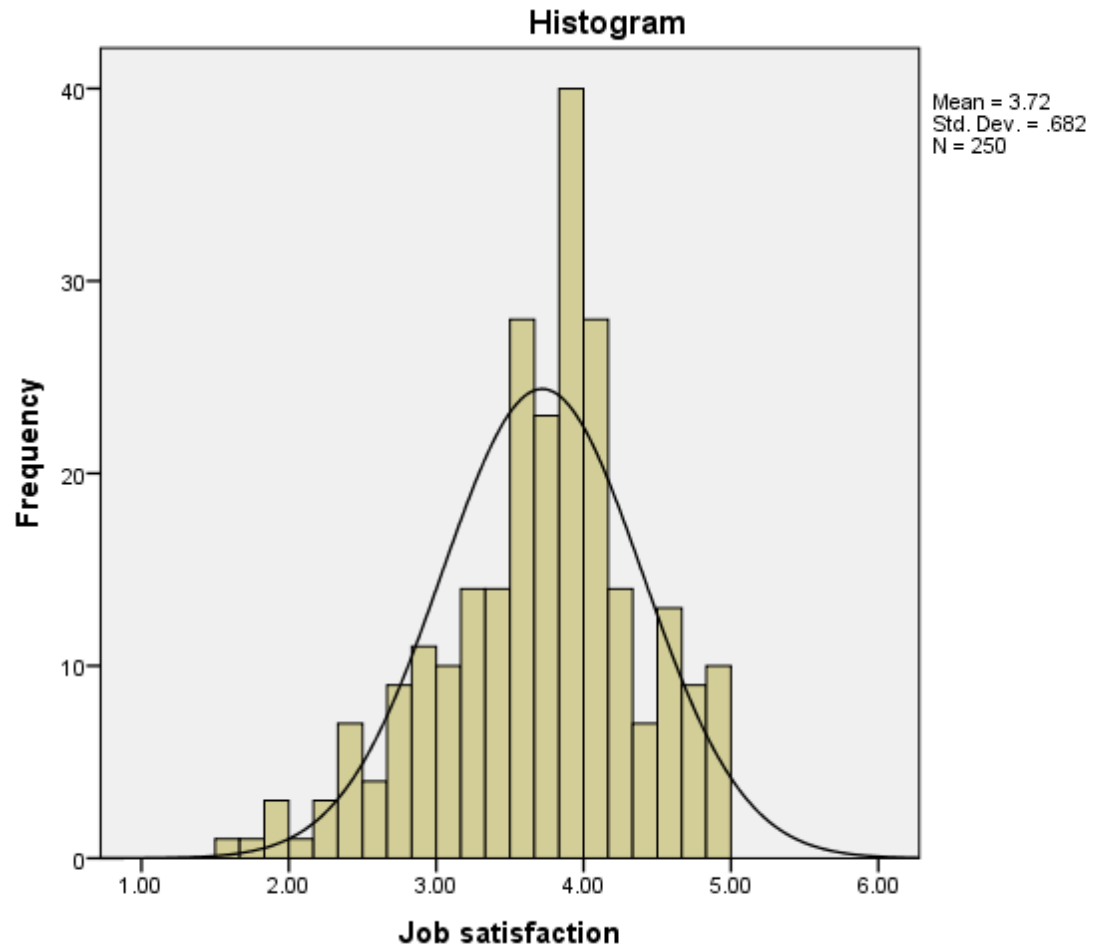
	Frequency	Percent	Valid Percent	Cumulative Percent
office	105	42.0	42.0	42.0
Valid field	65	26.0	26.0	68.0
mixed	80	32.0	32.0	100.0
Total	250	100.0	100.0	



## Appendix (D): SPSS Results Skewness and kurtosis (Item by Item)

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
q1	250	-1.160	.154	1.713	.307
q2	250	-.859	.154	.777	.307
q3	250	-.917	.154	.810	.307
q4	250	-.693	.154	.071	.307
q5	250	-.524	.154	-.565	.307
q6	250	-.502	.154	-.485	.307
q7	250	-.753	.154	.111	.307
q8	250	-.785	.154	.121	.307
q9	250	-.712	.154	-.054	.307
q10	250	-.543	.154	-.184	.307
q11	250	-.598	.154	.048	.307
q12	250	-.506	.154	-.395	.307
q13	250	-.642	.154	-.356	.307
q14	250	-.664	.154	-.144	.307
q15	250	-.391	.154	-.654	.307
q16	250	-.732	.154	-.198	.307
q17	250	-.558	.154	-.549	.307
q18	250	-.646	.154	-.245	.307
q19	250	-.927	.154	.691	.307
q20	250	-.895	.154	.747	.307
q21	250	-1.033	.154	.972	.307
q22	250	-.950	.154	.635	.307
q23	250	-.658	.154	-.435	.307
q24	250	-.327	.154	-1.122	.307
q25	250	-.143	.154	-1.174	.307
q26	250	-.459	.154	-.772	.307
q27	250	-1.153	.154	1.896	.307
q28	250	-1.145	.154	1.803	.307
q29	250	-.783	.154	-.181	.307
q30	250	-.834	.154	.277	.307
q31	250	-1.336	.154	1.787	.307
q32	250	-1.558	.154	3.780	.307
q33	250	-1.443	.154	3.222	.307
q34	250	-1.340	.154	2.569	.307
q35	250	-1.482	.154	3.369	.307
q36	250	-.840	.154	-.074	.307
q37	250	-1.202	.154	.892	.307
q38	250	-1.019	.154	.654	.307
q39	250	-.481	.154	-.692	.307
q40	250	-.936	.154	.464	.307
q41	250	.087	.154	1.525	.307
Valid N (listwise)	250				

## Appendix (E): SPSS testing for the assumptions of multiple regression analysis



## Linearity Tests:

### Job satisfaction \* idealized influence

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * idealized influence	(Combined)		50.293	16	3.143	11.206	.000
	Between Groups	Linearity	43.321	1	43.321	154.437	.000
		Deviation from Linearity	6.971	15	.465	1.657	.061
	Within Groups		65.359	233	.281		
	Total		115.652	249			

### Job satisfaction \* inspirational motivation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * inspirational motivation	(Combined)		59.059	16	3.691	15.197	.000
	Between Groups	Linearity	55.383	1	55.383	228.021	.000
		Deviation from Linearity	3.676	15	.245	1.009	.446
	Within Groups		56.592	233	.243		
	Total		115.652	249			

**Job satisfaction \* intellectual stimulation**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * intellectual stimulation		(Combined)	52.014	15	3.468	12.751	.000
	Between Groups	Linearity	47.077	1	47.077	173.105	.000
		Deviation from Linearity	4.937	14	.353	1.297	.210
	Within Groups		63.638	234	.272		
	Total		115.652	249			

**Job satisfaction \* individual consideration**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * individual consideration		(Combined)	55.155	16	3.447	13.277	.000
	Between Groups	Linearity	50.273	1	50.273	193.625	.000
		Deviation from Linearity	4.882	15	.325	1.253	.233
	Within Groups		60.497	233	.260		
	Total		115.652	249			

**Job satisfaction \* empowerment**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * empowerment		(Combined)	49.794	15	3.320	11.795	.000
	Between Groups	Linearity	42.792	1	42.792	152.045	.000
		Deviation from Linearity	7.002	14	.500	1.777	.043
	Within Groups		65.858	234	.281		
	Total		115.652	249			

**Job satisfaction \* nature of job**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * nature of job		(Combined)	64.734	11	5.885	27.507	.000
	Between Groups	Linearity	61.705	1	61.705	288.418	.000
		Deviation from Linearity	3.029	10	.303	1.416	.174
	Within Groups		50.918	238	.214		
	Total		115.652	249			

**Job satisfaction \* wages**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * wages		(Combined)	60.718	12	5.060	21.830	.000
	Between Groups	Linearity	55.315	1	55.315	238.647	.000
		Deviation from Linearity	5.403	11	.491	2.119	.020
	Within Groups		54.934	237	.232		
	Total		115.652	249			

**Job satisfaction \* type of Supervision**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * type of Supervision		(Combined)	64.149	11	5.832	26.949	.000
	Between Groups	Linearity	56.106	1	56.106	259.271	.000
		Deviation from Linearity	8.043	10	.804	3.717	.000
	Within Groups		51.503	238	.216		
	Total		115.652	249			

**Job satisfaction \* social relations in workplace**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * social relations in workplace		(Combined)	69.424	11	6.311	32.493	.000
	Between	Linearity	67.330	1	67.330	346.645	.000
	Groups	Deviation from	2.094	10	.209	1.078	.380
		Linearity					
	Within Groups		46.228	238	.194		
Total			115.652	249			

**Job satisfaction \* working conditions**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * working conditions		(Combined)	59.915	11	5.447	23.258	.000
	Between	Linearity	58.948	1	58.948	251.711	.000
	Groups	Deviation from	.967	10	.097	.413	.940
		Linearity					
	Within Groups		55.737	238	.234		
Total			115.652	249			

**Job satisfaction \* growth and career development**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * growth and career development		(Combined)	78.362	12	6.530	41.503	.000
	Between	Linearity	76.011	1	76.011	483.088	.000
	Groups	Deviation from	2.351	11	.214	1.358	.194
		Linearity					
	Within Groups		37.290	237	.157		
Total			115.652	249			



**Job satisfaction \* job stability****ANOVA Table**

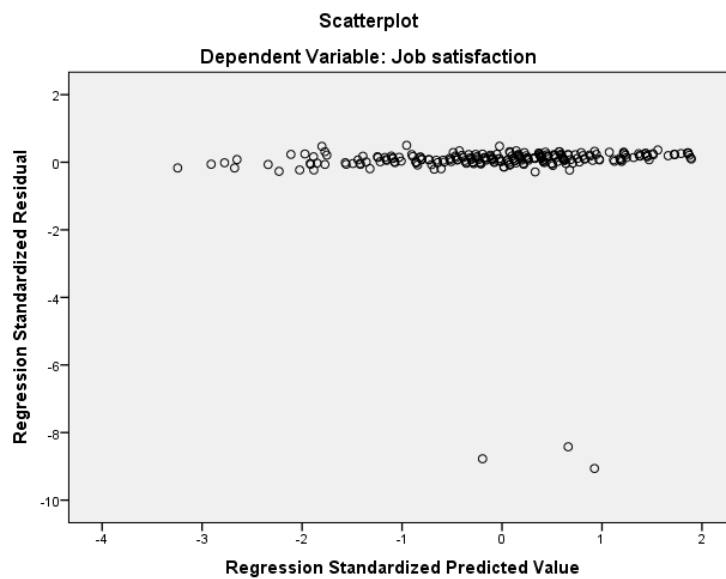
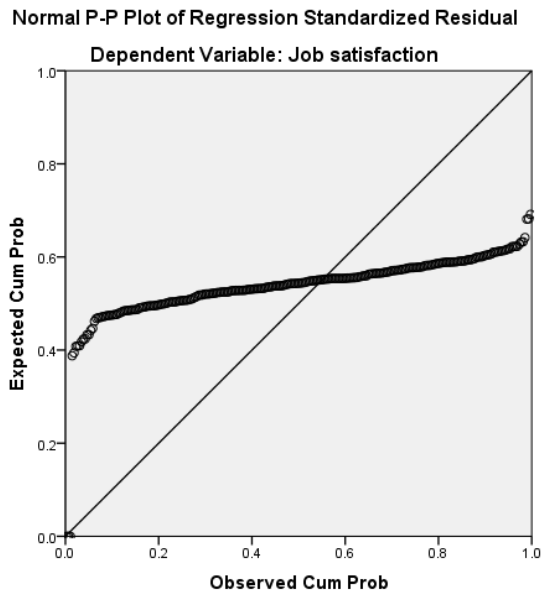
			Sum of Squares	df	Mean Square	F	Sig.
<b>Job satisfaction * job stability</b>		(Combined)	75.578	13	5.814	34.238	.000
	Between	Linearity	72.027	1	72.027	424.181	.000
	Groups	Deviation from Linearity	3.551	12	.296	1.743	.059
	Within	Groups	40.074	236	.170		
	Total		115.652	249			

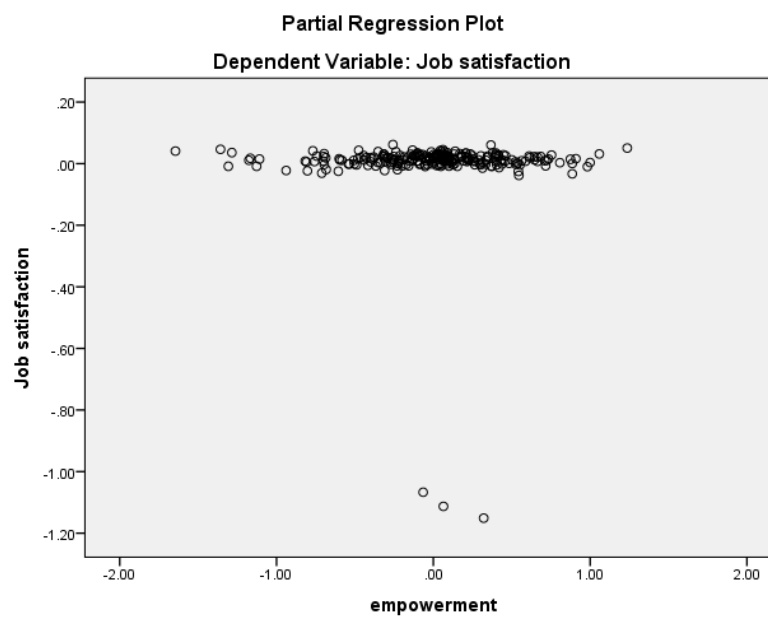
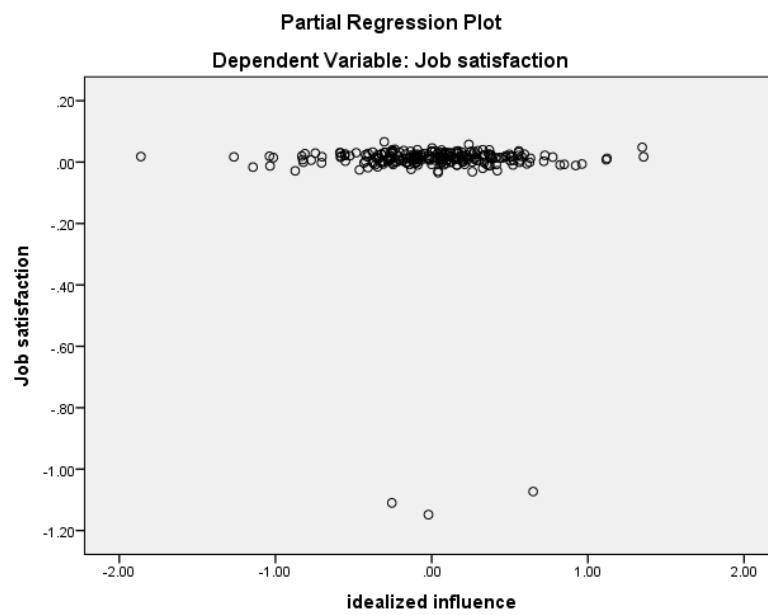
## Multicollinearity Test:

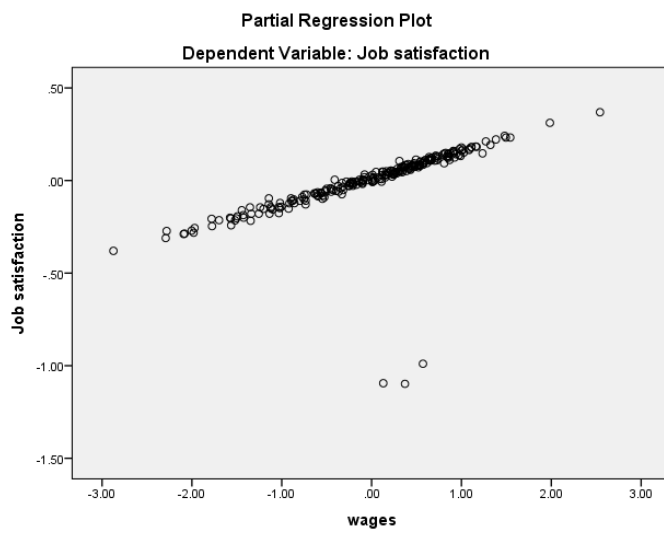
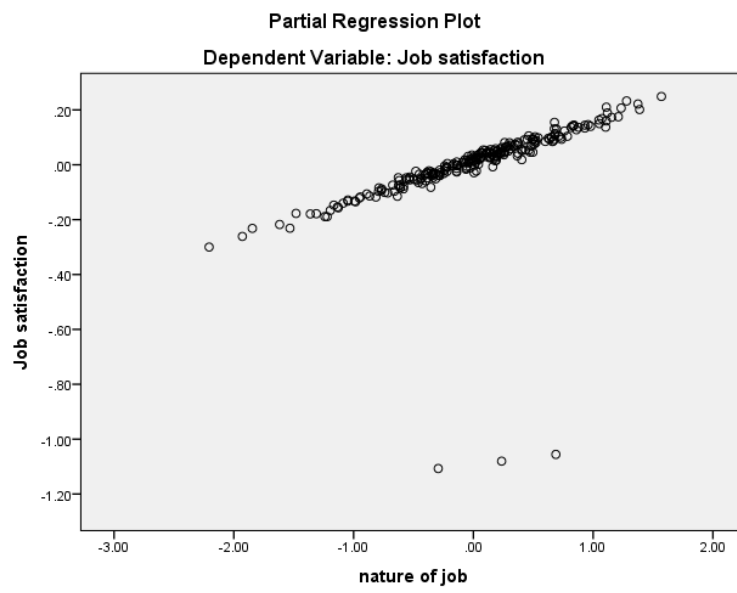
		Correlations					
		idealized influence	inspirational motivation	intellectual stimulation	individual consideratio n	empowerme nt	Job satisfaction
idealized influence	Pearson	1	.797**	.720**	.659**	.635**	.612**
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250
inspirational motivation	Pearson	.797**	1	.749**	.752**	.653**	.692**
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250
intellectual stimulation	Pearson	.720**	.749**	1	.789**	.734**	.638**
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250
individual consideration	Pearson	.659**	.752**	.789**	1	.778**	.659**
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250
empowerment	Pearson	.635**	.653**	.734**	.778**	1	.608**
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250
Job satisfaction	Pearson	.612**	.692**	.638**	.659**	.608**	1
	Correlation						
	Sig. (2-tailed)						
	N	250	250	250	250	250	250

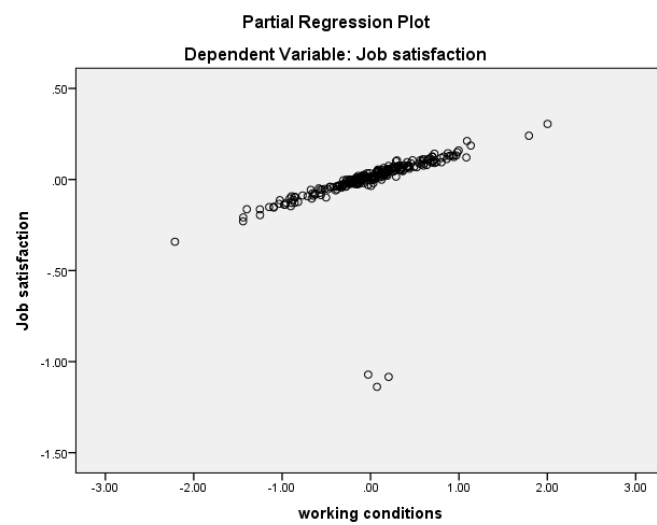
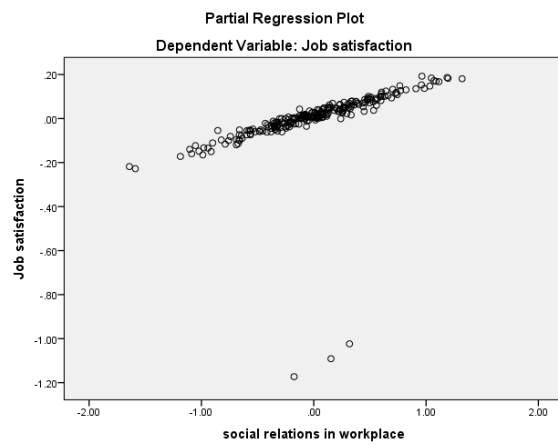
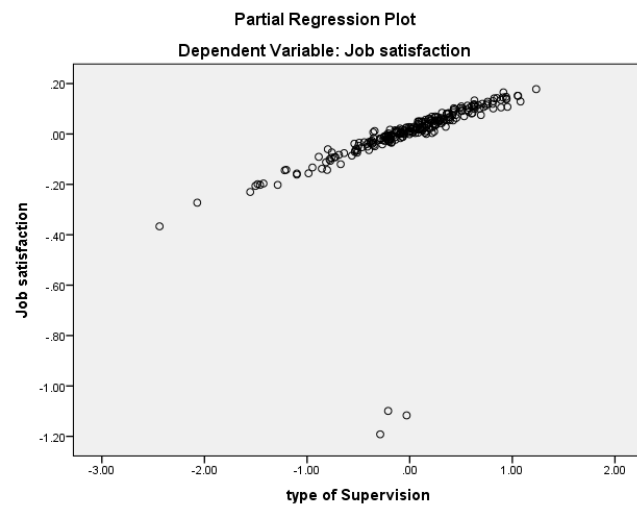
\*\*, Correlation is significant at the 0.01 level (2-tailed).

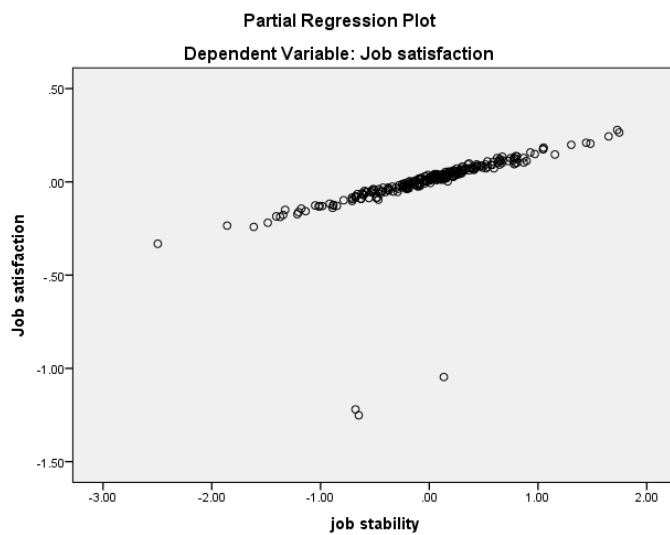
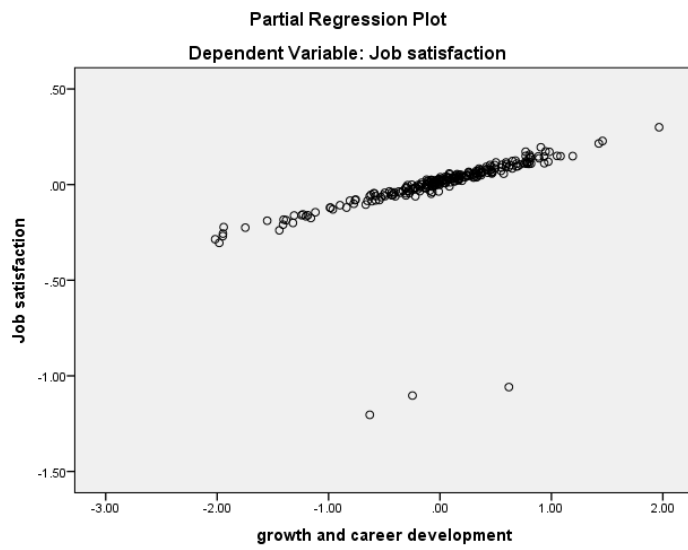
## Homoscedasticity Test:











## Appendix (F) Regression Results:

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 <sup>a</sup>	.539	.529	.46752
2	.983 <sup>b</sup>	.967	.965	.12675

a. Predictors: (Constant), empowerment, idealized influence, intellectual stimulation, inspirational motivation, individual consideration

b. Predictors: (Constant), empowerment, idealized influence, intellectual stimulation, inspirational motivation, individual consideration, wages, working conditions, nature of job, type of Supervision, social relations in workplace, growth and career development, job stability

c. Dependent Variable: Job satisfaction

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.319	5	12.464	57.022	.000 <sup>b</sup>
	Residual	53.333	244	.219		
	Total	115.652	249			
2	Regression	111.844	12	9.320	580.145	.000 <sup>c</sup>
	Residual	3.808	237	.016		
	Total	115.652	249			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), empowerment, idealized influence, intellectual stimulation, inspirational motivation, individual consideration

c. Predictors: (Constant), empowerment, idealized influence, intellectual stimulation, inspirational motivation, individual consideration, wages, working conditions, nature of job, type of Supervision, social relations in workplace, growth and career development, job stability

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.462	.160		9.114	.000
	idealized influence	.057	.067	.065	.853	.394
	inspirational motivation	.262	.062	.354	4.197	.000
	intellectual stimulation	.072	.066	.090	1.094	.275
	individual consideration	.126	.061	.176	2.057	.041



2	Empowerment	.110	.061	.133	1.806	.072
	(Constant)	.056	.055		1.015	.311
	idealized influence	-.009	.019	-.010	-.465	.643
	inspirational motivation	.001	.018	.001	.035	.972
	intellectual stimulation	-.012	.019	-.014	-.621	.535
	individual consideration	.006	.018	.009	.363	.717
	Empowerment	-.007	.018	-.009	-.423	.672
	nature of job	.135	.013	.170	10.645	.000
	Wages	.136	.009	.222	14.448	.000
	type of Supervision	.151	.015	.169	10.366	.000
	social relations in workplace	.138	.016	.149	8.476	.000
	working conditions	.139	.015	.161	9.482	.000
	growth and career	.145	.013	.213	11.510	.000
	development					
	job stability	.158	.013	.234	11.912	.000

a. Dependent Variable: Job satisfaction

## Appendix: (The Data Collection Process Documentation)

Arab American University

Faculty of Graduate Studies



الجامعة العربية الأمريكية

كلية الدراسات العليا

3-5-2020

السيد مدير عام الحكم المحلي المحترم

أ. راغب ابو دياك المحترم

تحية طيبة وبعد،

الموضوع: تسهيل مهمة بحثية

تهديكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة الى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالب علي محمد كامل عوده زكارة والذي يحمل الرقم الجامعي 201512358 هو طالب ماجستير في الجامعة العربية الأمريكية تخصص تخطيط استراتيجي وتجنيد اموال، ويعمل على بحث علمي لاستكمال رسالة الماجستير بعنوان: "اثر ممارسة القيادة التحولية على رضا الموظفين في بلديات محافظة جنين سنة 2020"، نأمل من حضرتكم الايعاز لمن يلزم لمساعدته في توزيع الاستبيان على الموظفين في بلديات محافظة جنين وجمع المعلومات اللازمة عن البلديات وهي : بلدية جنين، بلدية قباطية، بلدية يعبد، بلدية عرابة، بلدية مرج ابن عامر، بلدية برقين ، بلدية سيلة الظهر، بلدية سيلة الحارثية، بلدية الزبابدة، بلدية عجة، بلدية جبج، بلدية ميثلون، بلدية برطعة، بلدية اليامون، بلدية كفر دان، بلدية كفر راعي.

كما ويرجى التكرم بتزويد الطالب بمعلومات واحصائيات عن البلديات لدى مديريتك ومخاطبة البلديات الموقرة المذكورة اعلاه ليتسنى للطالب القيام بزيارة البلديات وتسهيل مهمته في توزيع الاستبيان وتوفير ما يلزم من معلومات عن البلديات لغرض البحث العلمي واستكمال متطلبات اجراء الدراسة اللازمة لتخرجه، علماً ان المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية، وقد أعطي هذه الرسالة بناءً على طلبه.

وتفضلوا بقبول فائق الاحترام

د. رانية شقيرات

مساعدة عميد كلية الدراسات العليا



Page 1 of 2

Jenin Tel: +970-4-2418888 Ext.:1471,1472 Fax: +970-4-2510810 P.O. Box:240

Ramallah Tel: +970-2-2941999 Fax: +970-2-2941979 Abu Qash - Near Alrehan

E-mail: [FGS@aaup.edu](mailto:FGS@aaup.edu) ; [PGS@aaup.edu](mailto:PGS@aaup.edu) Website: [www.aaup.edu](http://www.aaup.edu)

State of Palestine  
Ministry of Local Government  
Jenin District



دولة فلسطين  
وزارة الحكم المحلي  
محافظة جنين

التاريخ : 2020/05/13

الرقم : ٥٧٥

الأخوة/ رؤساء البلديات المحترمين.

تحية طيبة،،،

الموضوع: تسهيل مهمة بحثية

نهديكم أطيب تحياتنا، يرجى تسهيل مهمة بحثية لطالب ماجستير في الجامعة العربية الأمريكية وهو السيد (علي محمد كامل زكارنة) حيث انه يعمل بحث لإستكمال رسالة ماجستير، وعليه يرجى تزويده بمعلومات وإحصائيات عن بلدياتكم وتسهيل مهمته في موضوع الاستبيان المتعلق بالموضوع، علماً بأن ذلك لغرض البحث العلمي وإستكمال متطلبات الدراسة اللازمة لتخرجه والمعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية حسب ما إفادت الجامعة.

حيث وردنا كتاب رسمي من الجامعة بخصوص ذلك.

وتقبلوا فائق الاحترام.

راغب أبو دياك  
مدير عام الحكم المحلي  
محافظة جنين



نسخة/ للملف  
مدير عام  
محافظة جنين



Palestine, Jenin

Tel.: 04/2501361-2, Fax: 04/2436191 -

Email: jenin@mola.pna.ps

فلسطين، جنين

State of Palestine  
Ministry of Local Government  
Jenin District



دولة فلسطين  
وزارة الحكم المحلي  
محافظة جنين

التاريخ : 2021/1/31

الرقم: ٢٢٨  
الى من يهمه الامر.

تحية طيبة،،

### الموضوع: موظفي بلديات محافظة جنين.

نهديكم اطيب التحيات، تشهد مديرية الحكم المحلي ان الباحث علي محمد كامل عودة زكارنة قام بتوزيع استبان الخاص ببحثه بعنوان اثر ممارسة القيادة التحويلية على رضا الموظفين في بلديات محافظة جنين والتي عددها 16 بلدية في الفترة الواقعة من بين 2020-6/25-6/11 وشملت زيارة الباحث للبلديات اجراء مقابلة مع رؤساء ومدراء البلديات من اجل الحصول على المعلومات عن البلديات بما يخص اعمالها واحتياجاتها وعمل مختلف الاقسام فيها ومواردها المالية وهي كما يلي:

الرقم	اسم البلدية	عدد الموظفين	الرقم	اسم البلدية	عدد الموظفين
1-	جنين	272	2-	قباطية	127
3-	يامون	31	4-	يعبد	40
5-	عرابة	40	6-	سيلة الضهر	17
7-	سيلة الحارثية	26	8-	جبع	14
9-	ميتلون	19	10-	مرج ابن عامر	12
11-	عجة	14	12-	كفر راعي	24
13-	كفردان	7	14-	برقين	18
15-	الزبابدة	19	16-	برطعة	33
	المجموع الكلي	713			

وبناء على طلبه اعطية هذا الكتاب

وتقبلوا فائق الاحترام.

غسان دراغمة  
مدير عام الحكم المحلي  
محافظة جنين

دولة فلسطين  
وزارة الحكم المحلي  
محافظة جنين

## الملخص

تهدف هذه الدراسة الكمية إلى قياس اثر ممارسة نمط القيادة التحويلية على الرضا الوظيفي لموظفي بلديات محافظة جنين، ولتحقيق هذا الهدف اعتمد الباحث على الاستبانة لقياس مستوى ممارسة نمط القيادة التحويلية ومستوى الرضا الوظيفي من وجهة نظر الموظفين الذين ليس لديهم مسمى إداري في 16 بلدية في محافظة جنين، يبلغ حجم المجتمع (713) موظفا وموظفة، اختيرت عينة عشوائية طبقية حجمها (250) منهم، تم تحليل البيانات من خلال برنامج التحليل الإحصائي SPSS، أظهرت النتيجة النهائية أن قادة ومدراء البلديات يمارسون نمط القيادة التحويلية بدرجة متوسطة، وأن درجة رضا الموظفين في بلديات محافظة جنين جاءت عالية، ووجود أثر لممارسة نمط القيادة التحويلية على الرضا الوظيفي في بلديات محافظة جنين من خلال ثلاثة أبعاد للقيادة التحويلية وهي : الدافعية الملهمة، الاعتبارات الشخصية، والتمكين على مستوى درجة معنوية 0.05، وخلصت نتيجة البحث بوجود علاقة قوية ما بين ممارسة نمط القيادة التحويلية والرضا الوظيفي في بلديات محافظة جنين .

**الكلمات المفتاحية:** القيادة ، نمط القيادة التحويلية ، الرضا الوظيفي.