

## Gender Leadership Styles in Enhancing Workforce Performance in Palestinian Public Institutions: The Role of Mediating Organizational Citizenship Behavior

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### *Abstract*

*This paper aims to investigate the role of mediating organizational citizenship behavior in impact of gender leadership styles on workforce performance in Palestinian public sector. Data was collected by distributing questionnaires on leaders in Palestinian public sector. Using Multi-group structural equation modeling (SEM), the paper finds several results; female transformational leadership style had a positively significant direct impact on with workforce performance, also male transformational leadership style has positively significant direct impact on organizational citizenship behavior in the Palestinian public institutions. Moreover, there is no direct impact of male transactional and Laisses-faire leadership styles on organizational citizenship behavior. In female leadership styles, results show that female transformational, transactional, and Laisses-faire leadership styles are positively significant direct impact on organizational citizenship behavior in the Palestinian public institutions. At the end, organizational citizenship behavior is not significant direct impact on workforce performance in the Palestinian public institutions for both male and female leaders.*

**Key Words:** *Gender Leadership Styles, Organizational Citizenship Behavior, Workforce Performance, Palestinian Public Institutions.*

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### **Introduction**

Gender differences in Palestine mainly related to socio – cultural environment, as well as in developing countries, Palestine has a gap in women participation in top management in both public and private sectors, nevertheless it does not mean that women have less effective leadership than men. Understanding of optimal leadership style in public institutions is very important to develop the public services at all. Wituk et al., (2003) confirmed that in order to develop in the current economic, social and environment, communities need leaders who can help local groups, businesses, and governmental and non-governmental organizations work together to address challenges and promote local strengths.

In Palestine, women represented 40.8% of overall labor force in public institutions compared with 58.4% for men. Nevertheless, Women comprised 10.7 % of public institutions employees at top level of management (General Director A4 grade and above) compared to 89.9 % for men at the same level (PCBS, 2015). This fact emphasis on women leaders do not play a big role in top management in Palestinian public institutions, moreover, results shown that there is a lack of women participation in public leadership positions. The questions here: Is it imperatives to increase the representation of women in public leadership

positions or not? The increasing of women representation in leadership positions in public institutions has a real impact on workforce performance and another variables or not?.

Previous questions guide us to study the gender leadership styles and its impact on workforce in Palestinian public institutions, also it is importance to understand the role of organizational citizenship behavior as one of the most important variable in this regression and to investigate how the gender differences in leadership styles effect on subordinated organizational citizenship behavior. Therefore, the study indirectly aims to add crucial knowledge to examine and to analyze of women and men leaders performance in public sector.

From the leadership styles, which the scientific and technological development found: transformational leadership and transactional leadership that Burns got in 1978. Bass and Avolio (1992) developed multi-factor questionnaire (MLQ-6S) to identify the level of leadership styles – transformational, transactional, and laissez-faire leadership- using six related indicators .In this study, researcher used the gender leadership styles concept to answer above question in order to identify the optimal leadership style that have a power to improve workforce performances in an organization with concentrating of organizational citizenship behavior (OCB) role as mediator. OCB is one of the important factors that affects positively the workforce at any organization. Thus, this study aims to explore organizational citizenship behavior role to mediate impact of gender leadership styles on workforce performance in in Palestinian public institutions.

Particularly, this study seeks to achieve the following sub- objectives:

- To investigate organizational citizenship behavior role to mediate impact of transformational leadership style on workforce performance and in Palestinian public institutions.
- To investigate organizational citizenship behavior role to mediate impact of transactional leadership style on workforce performance and in Palestinian public institutions.
- To investigate organizational citizenship behavior role to mediate impact of laissez-faire leadership style on workforce performance and in Palestinian public institutions.

This study consist of six sections: section 1 is an introduction, section 2 presents the theoretical and empirical literature review, and section 3 presents hypotheses, section 4 addresses methodology, section 5 presents data analysis and section 6 reports conclusions.

## Literature Review

The literature review exists in this study investigates the organizational citizenship behavior role to mediate impact of leadership styles (transactional, transformational and laissez-faire leadership) on workforce performance in the organizations. Literature review were separated into two parts, first theoretical and second the empirical literature review.

### Theoretical Literature Review

Understanding gender differences in leadership styles has been mainly base on the results of several empirical and theoretical literatures. Most of leadership theories and studies focus on the male leaders than females. The gender differences guide scholars to investigate the relationship between gender leadership styles and numerous variables related to workforce in both public and private sectors. Wang et al., (2005) show that the leadership styles play a main influence on organizations and employee performance.

Norenhouse (2007) defined Leadership as a process whereby an individual influences a group of individuals to achieve a common goal, similarly Ebert and Griffin (2009) define leadership as processes and behavior used by someone to motivate, inspire, and influence the behavior of others. Transformational leadership focuses on the importance of change whereas transactional as same as management focuses on routine and regimented activities.

Givens (2008) definite that transformational leader has inspired organizational employees to believe in new visions that have new opportunities, as same as, Ebert and Griffin (2009) concern in their definition of transformational leadership on creating new visions to make change effectively. Furthermore Bass and Avolio (2002) found that using the concept of transformational leadership is unlimited in top management but it is also used in all levels of management. According to the previous literature, there are four components of transformational leadership, while another studies determined as five components.

Bass & Avolio (1999), Al dmor (2009), and AL sayadeh (2015) use idealized influence, inspirational motivation, intellectual simulation and individualized consideration as four aspects of transformational leadership model. Idealized influence describes the leaders' behavior, whom all of the followers respect, they considered him an ideal. Inspirational motivation refers to the degree of inspiring followers, by giving them a compelling vision for the future, and showing the optimism and enthusiasm of the job. Intellectual simulation refers to finding new ideas and creative ways to solve problems, supporting new creative models to perform the work and individualize consideration refers to what appears through the behavior of the leader who gives a special attention for the follower's needs and achievements, by showing appreciation to them. Whereas, Modassir and Singh (2008), Raja (2012), AL gazali (2012), Al raqb (2010), and Al Mani (2013) were inserted empowerment as the fifth component of transformational leadership.

On other hand, the second leadership style in this study is transactional leadership which is basically the same as management, this style of leadership focuses on the management process, and emphasis on the relationship between leaders and their subordinates. Bass and Avolio (1999) considered that transactional leadership consists of three aspects, particularly contingent rewards: active management by exception, and passive management by exception. Contingent reward refers to leaders explaining the work that must be achieved and use rewards in exchange for good performance. Passive management by exception refers to leaders dominant only when problem happen, whereas active management by exception refers to leaders dynamically have to monitor the work of subordinates and ensure that standards are met. (Antonakis et al., 2003).

Organ (1997) defines the Organizational Citizenship Behavior (OCB) as 'performance that supports the social and psychological environment in which task performance takes place'. Smith et al., (1983), and Jahangir et al., (2004) shown that OCB have two factors: altruism and compliance, moreover, according to Organ (1988) OCB is composed of five distinct dimensions: altruism (e.g., helping specific persons), conscientiousness, sportsmanship, courtesy, and civil virtue. These five dimensions of OCB have been grouped into two groups: individual directed behavior which consists altruism and courtesy and organization directed behavior that consists three factors: conscientiousness, sportsmanship and civil virtue (Williams & Anderson, 1991). Podsakoff et al., (2000) in their critical review of the theoretical and empirical literature divides the OCB into seven dimensions: Helping behavior, sportsmanship, organizational Loyalty, organizational compliance, individual initiative, civic virtue and self-development.

Workforce performance is one of the components that is measurable the organizational performance. Several scholars have been suggesting various criteria to evaluate workforce performance. Bernardin and Rusel (Ruky, 2004:340) suggest five primary criteria that can be used to measure performance, namely: 1. Work quality, 2. Work quantity, 3. Timeliness, 4. Work independence and 5. Individual relationships.

### **Empirical Literature Review**

Empirical studies confirmed that understanding the impact of gender leadership styles on workforce performance is very important to improve and to develop organizations. Furthermore, gender leadership styles and its impact on different variables were studied in several literatures. The following revise studies shown the influence of gender leadership styles on workforce performance and it is related to organizational citizenship behavior.

### Leadership Styles and Workforce Performance

Elenkov (2002), and Timothy et al., (2011) show that transactional leadership style had significant positive effect on organizational performance, whereas strong relationship between the transformational leadership and organizational performance confirmed by Koech and Namusonge (2012). Muterera (2012) show that leaders who use transformational leadership as their primary or dominant leadership style have an impact on organizational performance. Jing and Avery (2008) conclude that cannot be drawn about the extent to which leadership behaviors and styles facilitate the improvement of organizational performance. Ojokuku et al., (2012) found that there is relationship between leadership style dimensions and organizational performance. It was also found that leadership style dimensions jointly predict organizational performance. Givens (2008) mentions that the transformational leader has inspired employees to believe in new visions that have new opportunities. Ogbonna and Harris (2000) indicate that leadership style is not directly linked to performance but is merely indirectly associated. Muterera (2012) shows that leaders who use transformational leadership as their primary or dominant leadership style have an impact on organizational performance over and beyond the impact of those leaders who mostly use transactional style. Timothy et al., (2011) found that transformational leadership style had a positive effect on performance but insignificant.

### Gender and Leadership Styles

Druskat (1994) studies the relationship between gender and leadership styles due to the point of view of subordinates of leaders in the Roman Catholic Church. Using paired t- tests, he found that women and men leaders would be rated to exhibit more transformational than transactional style; however, female subordinates rate their female leaders to exhibit significantly more transformational leadership behavior than male subordinates rated their male leaders. In addition, male and female subordinates support that the transformational style is more closely associated than the transactional style. Oshagbemi and Gill (2003) find that women managers delegate less than men managers, nevertheless there are no statistical differences among their directive, consultative and participative leadership styles. In addition, they found that, in leadership style, men and women leaders empirically differ only in inspirational motivation. Steven, et al. (2003) found that the women's leadership style is different from men's, but effective leadership does not domain of gender, thus, its mean that women's styles probably are not to be less effective. Barbuto, et al., (2007) explore the relationship of gender, education and age to leaders influence tactics and leadership styles in variety of organizations. They find that the gender created a small direct influence on leadership styles but the combination of gender and age do not create the main influence on leadership styles.

### Organizational Citizenship Behavior and Leadership Styles

Chen and Farh (2001) examine the impact of leadership styles on subordinates' job satisfaction, organizational commitment and OCB in both Chinese and Taiwan organizations. In particular, among the dimensions of transformational and transactional leadership styles, they find that 'providing an appropriate model' and "demonstrating high expectation of performance" significantly impacted on OCB in China, whereas "providing individualized support" and "fostering collaboration" significantly influenced on OCB in Taiwan. In addition, both contingent and non-contingent punishment had significant negative impacts on OCB in Taiwan, whereas only non-contingent punishment had such negative impacts in China. Vigoda-Gadot (2007) in his study, finds that there is a direct relationship between supervisor's leadership style and performance (in-role and OCB), additionally, partially support the mediating influence of organizational politics on the relationship between supervisor's leadership style, in-role performance and OCB. Eslami et al, (2011) finds the relationship is partially significant between all of five distinct dimensions of OCB and performance of teachers are significant. Tehran et al, (2013) find that according to the OCB altruism, work ethics, sportsmanship and civic behavior has increased the staff performance. Jha (2014) shown that transformational leadership had significant positive impact on OCB.

## Hypothesis

### First Hypothesis

The dimensions of leadership styles in Palestinian Public Institutions doesn't related to Gender differences

Second hypothesis: There is no significant differences between endogenous variables (organizational citizenship behavior and workforce performance) in Palestinian Public Institutions due to gender.

Third hypothesis: Gender Leadership styles is negatively direct related with each other's in the Palestinian public institutions.

Fourth hypothesis: Gender leadership style is negatively directly related with workforce performance.

Fifth hypothesis: Gender leadership style is negatively related to perception organizational citizenship behavior.

Sixth hypothesis: Perception of organizational citizenship behavior is negatively related with workforce performance.

## Methodology

### Data Collection and Reliability

This paper is based on primary data. Data is gathered using questionnaire from leaders and managers in Palestinian Public institutions. This questionnaire consists three axes rated on 5 Likert scale from 5= frequently, if not always to 1= not at all. The first one concentrated on leadership styles: were measured by using the Arabic translation of the multifactor leadership questionnaire (MLQ) which developed by Bass and Avolio (1992), leadership styles were measured by 21 items, whereas the second axes which is connected with workforce performance, this part was measured by 10 items, and third axes which is connected organizational citizenship behavior, this axes was measured by 10 items which used by Spector, et al, (2010). The reliability is calculated by using the equations of Cronbach's Alpha. It was (0.81) for the first axes, (0.836) for the second axes, in the third axes (0.911), and total of the questionnaire effectiveness was (0.895).

### Population and Sample

Palestinian public institutions employ more than 80000 person. Leaders and managers in different levels represents near to 8% of total number of employees. Researcher determines the sample size base on equation developed by Krejcie and Morgan (1970).the minimum number of sample size is 360 leaders in public institutions in Palestine. Researcher uses simple random sample which is suitable to the objectives of the study.

### Model Specification

This paper employs several statistical tests to achieve study objectives: independent samples T test to identify the differences on dimensions of leadership styles due to gender, single linear regression to analyze the impact of leadership dimensions on organizational citizenship behavior and workforce performance and the multiple group path analysis to investigate the role of mediating organizational citizenship behavior in impact of gender leadership styles on workforce performance. In this paper, as shown in table 1, transformational, transactional, and laissez-faire leadership are independent variables, organizational citizenship behavior is mediator variable and workforce performance is a dependent variable.

Table 1: Study variables and its related indicators

Variables	Type	Related indicators
Transformational leadership(TFL)	Independent	Idealized influence (II) Inspirational motivation( IM) Intellectual simulation (IS) Individualized consideration (IC)
Transactional leadership(TAL)	Independent	Management by exception (ME) Contingent reward(CR)
<b>Laisses-faire leadership</b>	Independent	-----
Organizational citizenship behavior(OCB)	Mediator	-----
<b>Workforce performance(WP)</b>	Dependent	-----

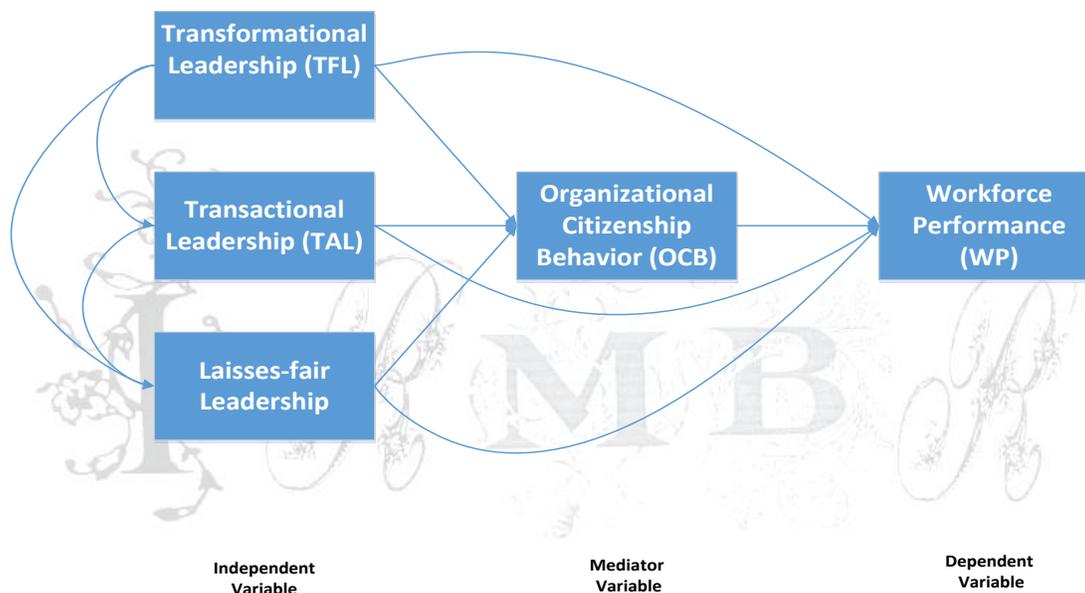


Figure (1): Conceptual model

## Research Findings

### Descriptive Analysis

Table 2 shows the level of gender leadership style dimensions due to MLQ-6S scale (Bass & Avolio, 1992). In the following table there are three levels of leadership styles: high, moderate, and low. Idealized influence and inspirational motivation achieved high score, whereas intellectual simulation and individualized consideration achieved moderate level for both male and female leaders. In addition, male and female transformational leadership style reached high score. As same as, there is high level of male transactional leadership style and moderate for female transactional leadership style. Specifically, Contingent reward has a high level and management by exception factor has a moderate level for both samples respectively. Laisses-faire leadership style scored moderate level for both male and female managers.

Table 2: Measure factors of gender leadership styles

Leadership styles	Male			Female		
	High	Moderate	Low	High	Moderate	Low
Idealized influence (II)	✓			✓		
Inspirational motivation( IM)	✓			✓		
Intellectual simulation (IS)		✓			✓	
Individualized consideration (IC)		✓			✓	
<b>Transformational leadership</b>	✓			✓		
Contingent reward(CR)	✓			✓		
Management by exception (ME)		✓			✓	
<b>Transactional leadership</b>	✓				✓	
<b>Laisses-faire leadership</b>		✓			✓	

\*Based on score range - MLQ form 6S (MLQ-6S, Bass & Avolio, 1992)

### FIT Model and Normality

One-Sample Kolmogorov-Smirnov Test is used to test the normality of the study variables. Obviously, the variables used in this study are mostly normal distributed at the 5% significance level except for the workforce performance. To accept the model, Hu and Bentler (1999) determine the root mean square of approximation (RMSEA) values less than 0.06, goodness of fit index CFI value of 0.96 or more together with SRMR value less than 0.09. Results of multi-group analysis shows that GFI reached 0.985, which is more than 0.96, also the calculated value of RMSEA is 0.054. whereas chi square is 14.07.

### Testing Hypothesis

First Hypothesis: The dimensions of leadership styles in Palestinian Public Institutions doesn't related to Gender differences.

Among male and female leaders in Palestinian public institutions, table 4 shows that there was statistically significant difference in transformational leadership styles between male, (M=4.1011, SD=.39836) and female (M=3.8951, SD=.44219) conditions; p value = 0.000. Also for three of dimensions (Inspirational motivation, Intellectual simulation, and Individualized consideration) that p value is less than the significant level 0.05. Except the inspirational motivation that p value is more than the significant level 0.05. In addition, there was statistically significant difference in transactional leadership styles between male, (M=4.1885, SD=.42603) and female (M=3.8210, SD=.55240) conditions; p value = 0.000, also for all dimensions. Moreover, there was statistically significant difference in laisses-faire leadership styles between male, (M=3.9016, SD=0.48136) and female (M=3.4074, SD=0.59303) conditions; p value = 0.000. Thus, male leaders associated with statistically significantly larger mean than female leaders for all leadership styles even for related indicators. Therefore, we fail to accept the null hypothesis.

Table 3: Results of Independent sample T Test

Leadership styles	Male		female		P-Value
	Mean	S.D	Mean	S.D	
Idealized influence (II)	4.2077	.38804	4.1852	.44961	.634
Inspirational motivation( IM)	4.3934	.47047	4.0864	.57351	.000
Intellectual simulation (IS)	3.9016	.59057	3.6296	.64018	.000
Individualized consideration (IC)	3.9016	.56847	3.6790	.55051	.001
<b>Transformational leadership</b>	<b>4.1011</b>	<b>.39836</b>	<b>3.8951</b>	<b>.44219</b>	<b>.000</b>
Contingent reward(CR)	4.3388	.46650	4.0000	.64449	.000
Management by exception (ME)	4.0383	.51710	3.6420	.63753	.000
<b>Transactional leadership</b>	<b>4.1885</b>	<b>.42603</b>	<b>3.8210</b>	<b>.55240</b>	<b>.000</b>
<b>Laisses-faire leadership</b>	<b>3.9016</b>	<b>.48136</b>	<b>3.4074</b>	<b>.59303</b>	<b>.000</b>

Second Hypothesis: There is no significant differences between endogenous variables (organizational citizenship behavior and workforce performance) in Palestinian Public Institutions due to gender.

Table 4 shows the results of second hypothesis which tested by independent sample T Test. Test proves that there statistically significant difference in organizational citizenship behavior due to gender, whereas the ( $p < 0.05$ ), the highest mean was for male leaders .but there is no statistically significant difference in workforce performance due to gender, whereas the ( $p > 0.05$ ).

Table 4: Results of Independent sample T Test

Variables	Male		female		P-Value
	Mean	S.D	Mean	S.D	
organizational citizenship behavior	4.1951	.49138	3.9519	.58986	.000
Workforce performance	3.7031	.72514	3.7613	.43786	.440

Third Hypothesis: Gender Leadership styles is negatively direct related with each other's in the Palestinian public institutions.

Table 5 presents that male leadership styles are positively correlated to each other, where calculated p value were less than 0.05, in the same way, female transformational and transactional leadership style was positively correlated at p- value less than 0.05. Nevertheless, female transformational and transactional leadership style doesn't correlated to female laisses-faire leadership where p-value exceeds 0.05.

Table 5: Path analysis for third hypothesis

Gender	Path coefficients		Estimate	SE	CR	Sig.
<b>Male</b>	Transformational leadership	Transactional leadership	.115	.013	8.753	***
	Transformational leadership	Laisses-faire leadership	.049	.013	3.845	***
	Transactional leadership	Laisses-faire leadership	.063	.014	4.603	***
<b>Female</b>	Transformational leadership	Transactional leadership	.115	.026	4.463	***
	Transformational leadership	Laisses-faire leadership	-.010	.025	-.387	.699
	Transactional leadership	Laisses-faire leadership	.015	.031	.489	.625

Fourth Hypothesis: Gender leadership style is negatively directly related with workforce performance.

Table 6 shows that male leadership styles have no significant direct impact on with workforce performance. Also for female transactional and female Laisses-faire leadership styles have no significant direct impact on with workforce performance that p- value was more than 0.05. Likewise, according to third hypothesis, female transformational leadership style had a positively significant direct impact on with workforce performance. The standardized direct impact of transformational leadership on workforce performance is.439, at the ( $p < 0.05$ ), when female transformational leadership go up by 1 standard deviation, workforce performance goes up by 0.439 standard deviations.

Table 6: Path analysis for fourth hypothesis

Gender	Path coefficients		Estimate	SE	CR	Sig.
<b>Male</b>	Transformational leadership	workforce performance	.183	.181	1.845	.065
	Transactional leadership	workforce performance	.010	.145	.119	.905
	Laisses-faire leadership	workforce performance	.022	.098	.335	.737
<b>Female</b>	Transformational leadership	workforce performance	<b>.439</b>	<b>.132</b>	<b>3.284</b>	<b>.001</b>
	Transactional leadership	workforce performance	-.081	.082	-.782	.434
	Laisses-faire leadership	workforce performance	.075	.066	.844	.399

Fifth Hypothesis: Gender leadership style is negatively related to perception organizational citizenship behavior.

Table 7 shows that the male transformational leadership style is positively significant direct impact on organizational citizenship behavior in the Palestinian public institutions. The standardized direct effect of male transformational leadership style on organizational citizenship behavior is 0.647, at p- value less than 0.05. That is due to the direct effect of male transformational leadership style on organizational citizenship behavior, when male transformational leadership style go up by 1 standard deviation, organizational citizenship behavior goes up by 0.647 standard deviations. Moreover, there is no direct impact of male transactional and Laisses-faire leadership styles on organizational citizenship behavior that p- value was more than 0.05.

In female leadership styles, results show that female transformational, transactional, and Laisses-faire leadership styles are positively significant direct impact on organizational citizenship behavior in the Palestinian public institutions ( $r = 0.644, p = 0.000$ ,  $r = 0.219, p = 0.02$ ,  $r = 0.644, p = 0.120$ ) respectively. That mean, the third hypothesis was not accepted.

Table 7: Path analysis for fifth hypothesis

Gender	Path coefficients		Estimate	SE	CR	Sig.
Male	Transformational leadership	organizational citizenship behavior	.647	.081	9.836	***
	Transactional leadership	organizational citizenship behavior	.037	.077	.550	.582
	Laisses-faire leadership	organizational citizenship behavior	-.046	.052	-.905	.365
Female	Transformational leadership	organizational citizenship behavior	.644	.092	9.340	***
	Transactional leadership	organizational citizenship behavior	.219	.074	3.173	.002
	Laisses-faire leadership	organizational citizenship behavior	.120	.060	1.983	.047

Sixth Hypothesis: Perception of organizational citizenship behavior is negatively related with workforce performance.

Table 8 shows that organizational citizenship behavior is not significant direct impact on workforce performance in the Palestinian public institutions for both male and female leaders, at p- value exceeds 0.05.

Table 8: Path analysis for sixth hypothesis

Gender	Path coefficients		Estimate	SE	CR	Sig.
Male	organizational citizenship behavior	workforce performance	.120	.121	1.466	.143
Female	organizational citizenship behavior	workforce performance	0.031	0.103	0.220	0.826

**Additional tests**

Table 9 presents the impact of leadership dimensions on workforce performance for both male and female leaders in Palestinian public institutions. In first group – male leaders- Leadership dimensions doesn't have

a significant impact on workforce, except the intellectual simulation factor which have a positively significant impact on workforce ( $\beta = 0.231, p= 0.030$ ). Second group – female leaders- Leadership dimensions doesn't have a significant impact on workforce, except the inspirational motivation factor which have a positively significant impact on workforce ( $\beta = 0.278, p= 0.022$ ).

Table 9: The OLS Summary of the impact leadership dimensions on Workforce performance

Leadership styles	Male		female	
	B	Sig.	B	Sig.
Constant	<b>1.579</b>	<b>.005</b>	<b>1.795</b>	<b>.000</b>
Idealized influence (II)	.061	.680	.205	.107
Inspirational motivation( IM)	.203	.215	<b>.278</b>	<b>.022</b>
Intellectual simulation (IS)	<b>.231</b>	<b>.030</b>	-.044-	.637
Individualized consideration (IC)	-.065-	.588	.069	.535
Contingent reward(CR)	.031	.857	-.071-	.542
Management by exception (ME)	.047	.660	.044	.613

Table 10 shows the impact of leadership dimensions on organizational citizenship behavior, using single linear regression, results presents that Inspirational motivation and intellectual simulation has a positively significant influence on OCB for first group – male leaders - ( $\beta = 0.404, p= 0.000$  and  $\beta = 0.152, p= 0.006$  ) respectively, whereas, for second group – female leaders- idealized influence, intellectual simulation, and contingent reward positively significant influenced on OCB ( $\beta = 0.636, p= 0.000$  ,  $\beta = 0.457, p= 0.000$  , and  $\beta = 0.333, p= 0.001$ ) respectively, in addition, individualized consideration factor negatively significant influenced on OCB ( $\beta = -0.226, p= 0.001$ ).

Table 10: The OLS Summary of the impact leadership dimensions on organizational citizenship behavior

Leadership styles	Male		female	
	B	Sig.	B	Sig.
Constant	<b>.877</b>	<b>.003</b>	.115	.765
Idealized influence (II)	.111	.154	<b>.636</b>	<b>.000</b>
Inspirational motivation( IM)	<b>.404</b>	<b>.000</b>	-.166	.108
Intellectual simulation (IS)	<b>.152</b>	<b>.006</b>	<b>.457</b>	<b>.000</b>
Individualized consideration (IC)	.148	.019	<b>-.226</b>	<b>.020</b>
Contingent reward(CR)	.027	.766	<b>.333</b>	<b>.001</b>
Management by exception (ME)	-.053	.349	-.084	.261

## Conclusion

The study aims to investigate the role of mediating organizational citizenship behavior in impact of gender leadership styles on workforce performance in Palestinian public institutions. Using MLQ-6S scale, male transformational and transactional leadership styles reach high score, same result found for female transformational leadership style. In addition, female transactional leadership style and laissez-faire leadership style scored moderate level for both male and female managers. Based on Multi-group structural equation modeling (SEM), the study has found several results; male leadership styles are positively correlated to each other, also female transformational and transactional are positively correlated. Female transformational leadership style had a positively significant direct impact on with workforce performance, whereas male transformational leadership had not.

Gender Leadership styles dimensions( transformational and transactional) doesn't have a significant impact on workforce, except the intellectual simulation factor for male and the inspirational motivation factor for female leaders which have a positively significant impact on workforce. Inspirational motivation and intellectual simulation has a positive significant influence on OCB for male, whereas, for female leaders: idealized influence, intellectual simulation, and contingent reward positively significant influenced on

OCB, in addition, individualized consideration factor negatively significant influenced on OCB. Gender Laisses-faire Leadership style doesn't have a significant impact on workforce and organizational citizenship behavior.

Leadership styles dimensions in Palestinian Public Institutions related to Gender differences, and there is significant difference in organizational citizenship behavior due to gender, but there is no significant difference in workforce performance due to gender. Male leadership styles are positively correlated to each other, in the same way, female transformational and transactional leadership style was positively correlated. Nevertheless, female transformational and transactional leadership style doesn't correlated to female laisses-faire leadership.

Based on Multi-group structural equation modeling (SEM), the paper finds several results; female transformational leadership style had a positive significant direct impact on with workforce performance, also male transformational leadership style has a positive significant direct impact on organizational citizenship behavior in the Palestinian public institutions. Moreover, there is no direct impact of male transactional and Laisses-faire leadership styles on organizational citizenship behavior. In female leadership styles, results show that female transformational, transactional, and Laisses-faire leadership styles are positively significant direct impact on organizational citizenship behavior in the Palestinian public institutions. At the end, the organizational citizenship behavior is not significant direct impact on workforce performance in the Palestinian public institutions for both male and female leaders,

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