

Transformational Leadership and Organizational Culture as Predictors of Employees Attitudinal Outcomes

Manal ElKordy¹

Abstract

Organizational commitment and employee job satisfaction are presented in the literature as key work attitudes leading to higher organizational performance. This paper examines the extent to which transformational leadership and organizational culture influence employees' attitudinal outcomes, as well as the effect of job satisfaction on organizational commitment. Data for the study was collected from Egyptian employees working across seven industries. A structure equation model was used to test the hypothesized relations. Results provided support to all of the research hypotheses. 47% of the variance in job satisfaction was explained by perceptions of organizational culture and transformational leadership, with culture having the stronger impact, while 69% of the variance in organizational commitment was explained by employee job satisfaction, culture, and transformational leadership, with satisfaction having the strongest impact, followed by culture and transformational leadership. With increasing globalization, the findings driven from this study is expected to advance the existing understanding of the interaction between organization culture, transformational leadership, and employees' attitudes in the context of an Arab country such as Egypt. Implications for theory and practice are discussed and possible directions for future research are presented.

Key words: Transformational leadership; Organizational culture; Organizational commitment; Job satisfaction; Egypt



Available online
www.bmdynamics.com
ISSN: 2047-7031

INTRODUCTION

Transformational leadership has emerged as the most popular approach to explain leaders influence on organizational performance. It has shown consistent relationship with various performance indicators across different cultures (Bass, 1997; Avolio, Bass and Jung, 1999). However, compared to other parts of the world, relatively few studies have considered it in developing countries and especially in Egypt (Mohamad, 2012; Shahin and Wright, 2004). Effective organizational culture characterized by adaptability, involvement, consistency and mission were found as significant predictor of organization performance across different cultures (e.g., Fey and Denison, 2003); however, less attention was directed to its impact on attitudinal outcomes such as job satisfaction and organizational commitment (Momeni, Marjani and Saadat, 2012). Organizational commitment and job satisfaction are two attitudes that are related to various work outcomes such as employee performance and turnover intentions (Shore and Martin, 1989). Despite the long held acknowledgement that the two attitudes are related, the direction of causation is still controversial (Lumley et al, 2011; Lok and Crawford, 2004). Lack of research was noticed regarding the exploration of the combined effect of transformational leadership and Denison' effective culture on employees' attitudinal outcomes. This gap in the literature is more profound in Egypt. The purpose of this study is to explore the effect of transformational leadership and effective organizational culture on employees' attitudinal outcomes, taking into consideration the impact of employees' job satisfaction on organizational commitment.

Definitions

Transformational Leadership

The theory of transformational leadership was first introduced by Burns (1978), and elaborated, conceptualized and operationalized by Bass and many other scholars (Bass and Rigo, 2012). Burns differentiated leadership from power holding and set it apart from brute power. According to Burns transformational leadership is the process through which leaders and followers engage in a way that raises both of them to higher levels of motivation and morality resulting in a relationship of mutual stimulation and elevation that may convert followers to leaders and leaders to moral agents.

¹ Alexandria University, Egypt, Faculty of Commerce; Business Administration Department
E-mail: melkordy@hotmail.com

Transformational leaders move followers beyond their immediate self interest through idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1999). Idealized influence is reflected in the charismatic actions of leaders based on high-order ideals, which inspires confidence in followers and causes them to identify with them. Inspirational motivation is displayed when the leader articulates appealing visions to followers and encourages them to pursue ambitious goals, and provides meaning to the task on hand. Intellectual stimulation reflects the way leaders encourage subordinates to think creatively, take risks and challenge stable assumptions. Individualized consideration is practiced when leaders show concern with the professional and personal development of followers (Piccolo and Colquitt, 2006; Antonakis, Avolio and Sivasubramaniam, 2003). Each of the four components (4Is) can be measured by the multifactor leadership questionnaire (MLQ), which is considered one of the most validated and applied measures of leadership (Antonakis et al., 2003).

Organizational Culture

Formal writing on culture started by Pettigrew (1979) as "the system of such publicly and accepted meanings operating for a given group at a given time" (Pettigrew, 1979, P 574). Schein (2009, p. 27) defines culture as "a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems". Most definitions of culture agree that organizational culture is the set of processes binding organizational members together based on the shared pattern of basic values, beliefs and assumptions in an organization (Mgbere, 2009). Denison's model of effective culture is used in the present study because of its well recognized impact on various performance indicators (Denison et al., 2006). The model posits four desirable cultural traits; involvement, consistency, adaptability, and mission. Involvement describes the extent to which the organization empowers and invests in its people as well as being team oriented. Consistency reflects the existence of core values and systems that provide source of integration, coordination and control. Adaptability refers to the organization's ability to translate the demands of the business environment into actions, take risks, and continuously learn. Finally, mission reflects the organization's ability to define a meaningful long-term direction that provides employees with a sense of focus and a common vision of the future (Denison et al, 2006). Involvement and consistency represent the internal or operational aspects of organizational culture, while mission and adaptability focus on the externally-driven aspects of an organization's culture (Block, 2003).

Organizational Commitment

Organizational commitment reflects an employee's identification with and involvement in his organization. This implies acceptance of its goals and values, exertion of extra effort on behalf of the organization, and having strong desire to remain a member in the organization (Mowday, Steers, & Porter, 1979). Allen and Meyer (1990) define organizational commitment as the employees' relationship with the organization and the decision the employee makes to remain a member in it. Allen and Meyer's (1990) three component model of organizational commitment is the most widely used model for the study of organizational commitment. It has been used to predict a wide array of employees work outcomes such as turnover, citizenship behavior, and absenteeism (Meyer et al., 2002). According to this model, employees simultaneously experience three types of organizational commitment; affective, continuance, and normative. Affective commitment refers to the employee's emotional attachment to, identification with and involvement in his organization based on positive work experience. Continuance commitment refers to the employee's awareness of the costs, economic and social, associated with leaving his current organization. Normative commitment refers to the employee's feeling of obligation to remain with his organization based on his belief that it is the right and moral thing to do.

Job Satisfaction

Spector (1997 p. 2) views job satisfaction as a "global feeling about the job or as a related constellation of attitudes about various aspects of the job". Two approaches are reported in the literature for measuring satisfaction: (1) multifaceted constructs that assess satisfaction with specific job elements such as pay, co-worker, supervision, and job security, and (2) a general state of satisfaction towards the job as a whole (Steger, Dik, and Duffy, 2012). Scarpello and Campbell (1983) findings suggested that global rating of job

satisfaction may be more inclusive than multi faceted measures. Additionally, a meta-analysis of the relationship between job satisfaction and organizational performance found the correlations between overall job satisfactions and individual job performance to be higher and more consistent than those between job descriptive index JDI measures and performance (Petty, Mcgee, and Cavender, 1984). Wanous, Reichers, and Hudy (1997) reported a high meta analytic correlation between overall measures of satisfaction and multifaceted measures. Accordingly, it could be concluded that despite the intuitive appeal of multifaceted measures, both methods are equally valid, and while global measures have the extra benefit of taking less time and are used when the bottom line attitude is of interest, the multifaceted approach allows researchers to diagnose problem areas but they may still miss some important job aspects (Robbins and Judge, 2013). The present study focuses on the employee's overall appraisal of his/her job satisfaction.

LITERATURE REVIEW

Transformational Leadership, Job Satisfaction and Organizational Commitment

A considerable amount of empirical research and a number of meta-analyses have provided evidence of a positive relationship between transformational leadership and a range of employee outcome tested in different organizational settings (Judge and Piccoli, 2004; Dumdum, Lowe and Avolio, 2002; Lowe, Kroeck, and Sivasubramaniam, 1996; Fuller, Patterson, Hester and Stringer, 1996). The most studied performance indicators were job satisfaction, commitment, and leader effectiveness. Additionally, a recent meta-analyses conducted by Piccoli et al (2012) compared the relative importance of five leadership styles, namely; transformational, contingent reward, laissez faire, and initiating structure, and consideration in explaining job satisfaction and leaders effectiveness. The results showed that consideration and transformational leadership styles are the most important predictors of two employee outcomes. Barling, Weber and Kelloway (1996) found that training managers on transformational leadership behaviors resulted in significant increase in their subordinates' organizational commitment. Most of the aforementioned research work was confined to western countries, however, recently researchers in Arab and Islamic countries recognized the importance of transformational leadership, because of its contribution to better organizational outcomes especially with increasing globalization and the moral dimension inherent in transformational leadership which is similar to the Islamic approach to leadership (Mohamad, 2012). For example, Elkahtany (2010) study was conducted on employees from Saudi Arabia, Bushra, Usman and Naveed (2011) used data from employees working in the banking sector in Pakistan, Mohamad (2012) studied a sample of employees attending MBA programs in Egypt, and Zahari and Shurbagi (2012) applied their study on employees of a large petroleum company in Libya. Their results confirmed that transformational leadership is positively related to both job satisfaction and organizational commitment. Additionally, Rehman et al (2012) and Ali et al (2011) findings based on data from Pakistan supported a strong positive impact of transformational leadership on commitment.

Organizational Culture, Job Satisfaction and Organizational Commitment

The link of organizational culture to performance is well documented in the literature (Fey and Denison, 2003), however, little empirical research has been done to investigate the combined relationship between organizational culture, job satisfaction and organizational commitment. Lok and Crawford (2004) found that innovative and supportive cultures have positive effects on job satisfaction and organizational commitment. Additionally, Sempane, Rieger and Roodt (2002) reported a strong positive relationship between organizational culture questionnaire dimensions and job satisfaction. Zahari and Shurbagi (2012) concluded that organizational culture (clan, adhocracy, market and hierarchy) positively influence job satisfaction. Also MacIntosh and Doherty (2009) found that organizational culture predicts job satisfaction in fitness organizations. Denison and Mishra (1995) found that all Denison's culture measures proved to be strong predictors of employee satisfaction. A survey conducted by Denison Consulting on 90 organizations reported that organizations with strong culture scores had significant higher employee engagement scores (Denison Consulting, 2010). Results of two studies conducted in Iran; Momeni et al (2012) and Azadi et al (2013); showed a significant positive relationship between all Denison's dimensions of organizational culture and the three sub scales of organizational commitment. Also a study conducted in Nigeria (Nongo and Ikyanyon, 2012) found that Denison's dimensions of

involvement and adaptability significantly corrected with commitment, while dimensions of consistency and mission did not.

Job Satisfaction and Organizational Commitment

Job satisfaction reflects one's affective response to one's job or to specific facets of job; however, organizational commitment reflects a more global orientation towards one's organization as a whole (Mowday et al, 1979). While prior studies generally support a positive relationship between job satisfaction and commitment, the causal ordering is controversial (Suma and Lesha, 2013). Chen (2004) found job satisfaction as a consequence of organizational commitment. Whereas Kanchana (2012), Mohamad (2012), and Randeree and Chaudhry (2012) concluded that job satisfaction positively affects organizational commitment. Also Lumley et al. (2011) findings reported positive relationship between job satisfaction components of pay, promotion, supervision, fringe benefits, contingent rewards, co-workers, nature of work, and communication on one hand and affective and normative commitment on the other hand, Aydogdu and Asikgil (2011) found a strong positive relationship between job satisfaction aspects of Minnesota questionnaire and affective, normative, and continuance commitment. Emery and Barker (2007) conducted two studies, one of them showed a positive relationship between satisfaction and commitment, while the other found the two unrelated.

Based on the above literature review the following hypotheses can be driven

H1a: Transformational leadership positively influences job satisfaction.

H1b: Transformational leadership positively influences organizational commitment.

H2a: Organizational culture positively influences job satisfaction.

H2b: Organizational culture positively influences organizational commitment.

H3: Job satisfaction positively influences organizational commitment.

METHODOLOGY

Participants and Data Collection

Data used for testing the research hypothesis was collected via an online survey. The participants came from executives enrolled in the EMBA program provided by the faculty of commerce, Alexandria University, as well as faculty members and graduates of the faculty of commerce. The call for participation was sent by email and posted on FaceBook groups belonging to the participants who were encouraged to share the survey link with their co-workers and contacts. Two reminders were posted resulting in 192 completed surveys. Table 1 shows the profile of the participant's characteristics. Most of the respondents are males (72%), well educated; all have university degree, with 30% holding a post graduate degree, 70% of respondents fall between 21 to 35 years old, 44% are non-managerial employees, 17% supervisory, 25% middle managers, and 14% top managers, finally, seven industry sectors are represented by the study participants.

Table 1: Profile of respondents

Gender		Education Level		Industry Sector	
Male	72.4%	University	70.3%	Information Technology	23.4%
Female	27.6%	Post Grade	29.7%	Education	16.7%
Age		Organizational level		Energy	15.1%
21-25	25.0%	Non managerial	44.3%	Manufacturing	13.5%
26-30	27.6%	First line	16.7%	Pharmaceuticals	6.8%
31-35	17.2%	Middle	25.0%	Business Services	6.3%
36-40	15.6%	Top	14.1%	Financial Services	5.2%
41-45	10.4%			Others	13%
46 and above	4.2%				

Measures

Transformational leadership style was assessed using the multifactor leadership questionnaire (MLQ- 6S) (Bass and Avolio, 1992). The scale included four dimensions, each measured by three items rated on a 5

point scale ranging from "not at all" to "always". Organizational culture was assessed using 24 items drawn from the Denison organizational culture survey (Denison et al., 2006). Each of the model's four traits has three indices that are the mean of two items. Organizational commitment was measured using 18 questions from Allen and Meyer (1990) scale, each of the three types of commitment was measured by six items. Finally, overall job satisfaction was measured using three items adapted from Hackman and Oldham (1974). Culture, commitment, and satisfaction were rated on a 5 point scale ranging from "strongly disagree" to "strongly agree". The questionnaire was translated into Arabic and was reverse translated into English. Three faculty members were asked to revise the translated questionnaire to ensure clarity of meaning; minor changes were made to some of the questions.

Table 2: Constructs Cronbach's Alpha Coefficients and Variance Extracted

Construct	Cronbach's Alpha	Variance extracted %
1- Transformational leadership (12 items)	0.92	56.4
2- Culture (24 items)	0.95	61.3
3- Satisfaction (3 items)	0.83	65.3
4- Commitment (12 items)	0.80	69.8
Affective commitment (6 items)	0.86	58.8
Continuance commitment (4 items)	0.80	62.1
Normative commitment (2 items)	0.66	74.5

The dependence on one informant may cause common method variance, where respondents tend to rate all questions in a constant direction reflecting a general impression of the survey (Kerlinger, 1986). To test for such error, a Principle Component Analysis PCA was conducted for the whole survey. The results produced 11 factors explaining 66.9% of the variance, with no one factor accounting for most of the explained variance. All scales employed in this study were validated in more than one methodological study and were used by numerous empirical studies. Thus, scales were tested only for internal consistency reliability and construct validity. Correlated item to total correlation ITTC scores were examined for each scale separately, items with ITTC below the minimum accepted rate of 0.40 were deleted (Nunnally, 1978). The remaining items were then factor analyzed using principle component analysis with varimax rotation.

Table 3: Descriptive Statistics

Construct	Mean	S.D.	Correlations						
			1	2	3	4	5	6	7
1. Transformational	3.20	0.87	1.00						
2. Culture	3.31	0.82	0.58*	1.00					
3. Satisfaction	3.38	0.89	0.57*	0.62*	1.00				
4. Commitment	3.34	0.73	0.54*	0.49*	0.65*	1.00			
5. Affective	3.43	0.99	0.56*	0.60*	0.66*	0.89*	1.00		
6. Continuance	3.36	0.96	0.17*	0.02	0.26*	0.63*	0.25*	1.00	
7. Normative	3.02	0.97	0.38*	0.31*	0.38*	0.56*	0.44*	0.09	1.00

***Correlation is significant at the 0.01 level (1-tailed).**

Items describing transformational leadership were factored to test for its underlying dimensions. All items loaded under one factor with total explained variance of 56.4%. After screening the ITTC scores of the organizational culture scale; the procedure used by Fey and Denison (2003) to prepare the data for the factor analysis was used. The 24 questions were first reduced into 12 indices, three under each of the four culture traits, the 12 indices were then factored resulting in one factor solution with 61.3% total variance explained. Six items were dropped from the organizational commitment scale because of low ITTC; two items from the continuance commitment scale and four items from the normative scale. The remaining 12 items were factorized resulting in three factor solution corresponded to affective commitment, continuance commitment, and normative commitment explaining 69.8% of the variance. The questions under each dimension were then averaged to constitute the three indicators of commitment. Finally, the

three questions of overall satisfaction loaded under one factor that explained 69.77% of the variance. Table 2 presents a summary of the results of the internal consistency reliability, and validity tests. All construct have shown reliability range between 0.83-0.95; except for normative commitment; as indicator of very good to excellent reliability (Hair et al, 2007). Additionally, the variance explained by the constructs exceeded the accepted 0.50% cutoff point. Accordingly, the items of the constructs' scales could be averaged to create summated scales that are used for hypotheses testing. Means, standard deviations, and Pearson correlation for the constructs are reported in Table 3.

Path Analysis and Results

Structural equation modeling SEM analysis was performed using AMOS 18 to test the research model hypotheses. Figure 1 shows the proposed research model together with the results of the analysis. The model incorporated the covariance between the two exogenous (predictor) variables; transformational leadership and organizational culture which allows for the estimation of direct and indirect mediation effects with those variables. Also commitment is included in the model as a latent construct with three indicators; affective, continuance, and normative commitment.

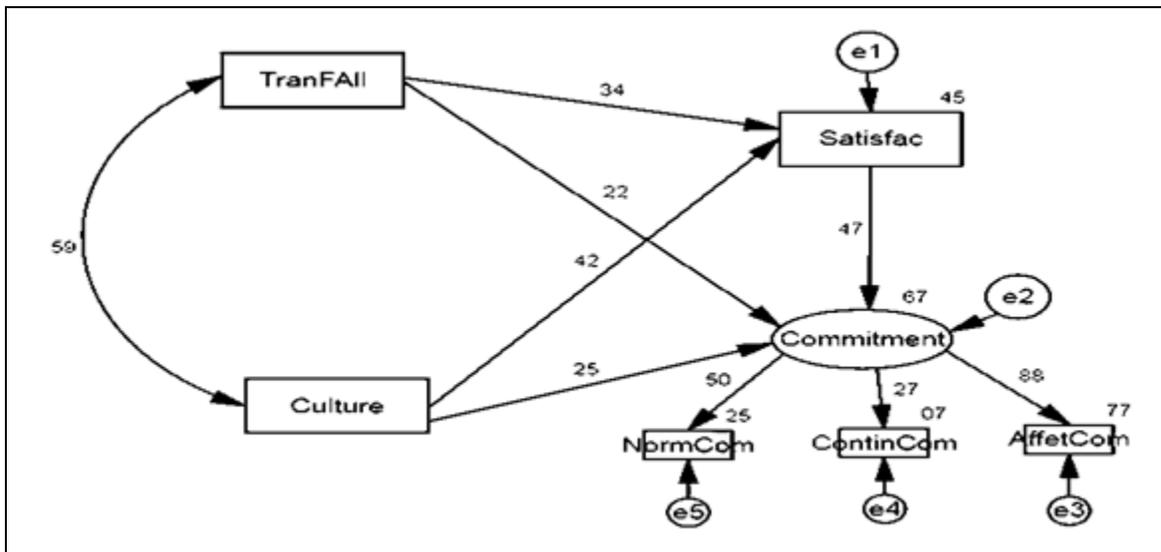


Figure 1: Proposed Research Model

Table 4 presents several fit indices that are used to evaluate the model (Hooper, Coughlan, and Mullen, 2008). The significant Chi-square and the root mean square error of approximation RMSEA of 0.1 are indicative of poor model fit; however all other fit indices reflect good model fit (Table 4). The measurement part of the model was then examined to identify the extent to which the indicators are linked to their underlying factor (commitment). The paths coefficients from the latent to its observed is known as the indicators loadings, while SMC represents the amount of variance in the indicator accounted for by the latent construct. As a general rule, loadings below 0.40 is considered weak, also indicators with SMC less than 0.20 have a very high level of error, and may be a poor representatives of their underlying factor, thus researchers are advised to remove such indicators from the model (Hooper et al., 2008). Accordingly, continuance commitment was dropped from the measurement model and the estimates of the adjusted model were calculated. As seen in table 4, the Chi-square show insignificant difference between the model and the data, also the RMSEA is 0.05 which reflects a good model fit, also all other fit indices of the adjusted model are better than the proposed model

Table 4 Goodness of Fit Indices for the Proposed and Adjusted Research Models

Fit Indices	Model Fit Guidelines	Proposed Model	Adjusted Model
Chi-square significance	P>0.05	P = 0.007	P=0.26
Chi-square/Degrees of Freedom (CMIN/DF)	< 2 - 5	2.9	1.37
Root mean square error of approximation (RMSEA)	< 0.8	0.1	0.05
Root mean square residual RMR	< 0.1	0.03	0.01
Goodness of Fit (GFI)	> 0.90	0.97	0.99
Adjusted Goodness of Fit (AGFI)	> 0.90	0.90	0.96
Comparative Fit Index (CFI)	> 0.90	0.97	0.998
Tucker-Lewis coefficient (TLI)	> 0.90	0.92	0.99

Figure 2 shows the adjusted model with standardized path coefficients; which allow the comparison between the relative influences of predictors on outcome variables. The figure also shows the squared multiple correlation SMC values; similar to R square; which represent the total variance explained in the outcome variable by its respective predictors. Table 5 summarizes the results of the path analysis and the squared multiple correlations of the adjusted model depicted in figure 2. The path coefficient for the effect of transformational leadership to satisfaction is 0.35 which indicates a considerable positive influence of leadership on satisfaction. The path coefficient from culture to satisfaction is 0.42, which shows that culture has a stronger impact on satisfaction than leadership. Organizational culture and transformational leadership together explain 45% of the variance in job satisfaction. Those results lend support to hypotheses H1a and H2a.

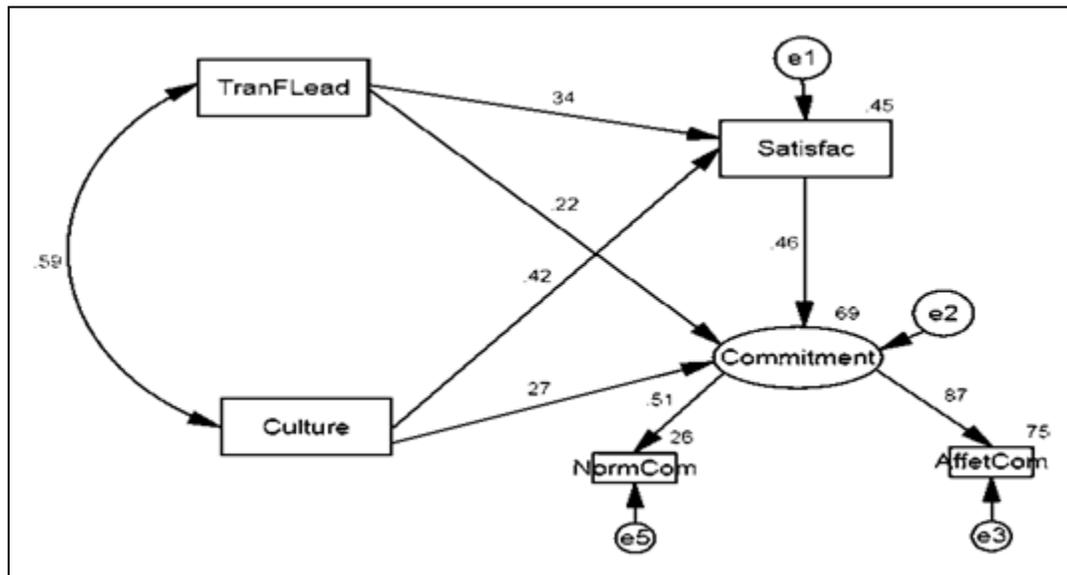


Figure 2: Adjusted Research Model

As for organizational commitment, job satisfaction came as the strongest determinant with a significant path coefficient of 0.47, and culture emerged as the second predictor with a significant coefficient of 0.27, while transformational leadership came last with a significant path coefficient of 0.22. The employee job satisfaction, strength of the organizational culture, and perceptions of transformational leadership explained 69% of the variance in organizational commitment. Those results provide support to hypotheses H1b, H2b, and H3.

Table 5 Results of Path Analysis

Hypothesis	Path		Standardized Path Coefficient	R square SMC
	From	To		
H1a	Transformational leadership	Satisfaction	0.34**	0.45
H2a	Culture	Satisfaction	0.42**	
H1b	Transformational leadership	Commitment	0.22**	
H2b	Culture	Commitment	0.27**	0.69
H3	Satisfaction	Commitment	0.47**	

** p < .01

DISCUSSION AND CONCLUSIONS

This study has examined the impact of transformational leadership and organizational culture on two key attitudinal outcomes; employee job satisfaction and organizational commitment. It also investigated the long acknowledged impact of employee job satisfaction on organizational commitment. The findings provided evidence on the significant influence of a strong organizational culture and transformational leadership practices on employees' satisfaction and organizational commitment, with culture showing higher impact than leadership on both work attitudes. Also the study results confirmed the importance of job satisfaction as a predictor of employees' commitment to their organization. Based on the results of this study, leaders need to recognize that the shared values and norms which constitute the organization culture is an important driver of job satisfaction and organizational commitment. Schien (2009) argues that if managers are not managing culture, then culture is managing them. This highlights the importance of coaching leaders in creating organization settings that encourages higher levels of engagement and identification with the organization. Denison's measure of organizational culture can be used as diagnostic tools that can help managers identify the strengths and weaknesses in their culture. The analysis of the four culture traits and their sub dimensions can direct managers towards appropriate actions needed to create, develop, and change culture. Such actions may include the development, clarification, and communication of a unifying vision; empowering and training employees to be become more change oriented and customer focused; rewarding knowledge sharing and penalizing behaviors that are inconsistent with agreed upon values. This analysis can be carried on both the organizational unit and the overall organizational culture level.

The present study also showed that transformational leadership is received positively by Egyptian employees as reflected in higher levels of satisfactions and commitment. According to "The Hofstede Center", Egypt is characterized by high power distance and high uncertainty avoidance where leaders are expected to act strongly implying that the most ideal leader could be the benevolent autocrat. Accordingly, the more engaging transformational leadership style may not be favored in such a country. However, the present study results and those of Mohamad (2012) imply that Egyptian employees respond positively to transformational leaders by developing strong attitudes towards their jobs and their organization. Similar results were reported in other non western cultures such as Saudi Arabia, Lybia, and Pakistan (ElKahtany, 2010; Zahari and Shurbagi, 2012; Bushra et al., 2011; Rehman et al., 2011).

The findings of this study also have implications for the recruiting and training of managers; especially that training was found to influence the effectiveness of leadership (Barling et al., 1996). For example interviewing practices should include questions that reflect job candidates' transformational experience, rather than merely tapping on the ability of the manager to just oversee the job of the subordinate. Organizations need to select and hire managers who are able to coach workers and motivate them to achieve outstanding performance. The MLQ questionnaire can be used as a screening tool to identify the leadership style of job candidates and employees. Training programs can be developed to include interactive and situational exercises relevant to the 4Is of the transformational leadership. It should be noted though that training interventions need to focus on building transformational leadership skills that leads to followers' empowerment more than followers' dependence on the leader for inspiration and guidance (Kark, Shamira, and Chen, 2003).

Researchers in Arab countries are called upon to give more attention to the validation and maybe adjustment of widely adopted research instruments such as the ones used in this study (e.g., Shahin and Wright, 2004; conducted in Egypt; and Alsayed, Motaghi, and Osman, 2012; conducted in Palestine). This effort will facilitate cross cultural comparisons and will contribute to the building of a consistent body of knowledge. Also, future studies can replicate this study within specific industries, as well as across cultures. It could be interesting to extend the present study model to include employees and organizational performance as the final outcomes and to examine the mediating/moderating role of satisfaction and commitment. This study was concerned with perceptions of organizational culture, future studies can look into the departmental subcultures that may have a more profound effect on employees' attitudes. Additionally, studying the perceptions of transformational leadership of the organizations CEO; rather than the immediate leader as in the present study; may shed more light on how leadership shapes followers satisfaction and commitment. Future studies need to consider the mechanisms through which leadership behavior and culture influence the employees' attitudes, for example job characteristics, personal identification with the leader vs. group identification. The weak contribution of continuance commitment to the overall commitment structure is worthy of further investigations. According to Jaros (2007), the structure of the continuance scale fails to reflect the affective aspect of organizational commitment, thus he recommended adding affective content to the continuance scale in order to increase its correspondence to the construct it claims to measure.

Finally, a limitation of this study is its use of a convenient cross sectional sample. However, on the positive side, the use of the web as a method of data collection provided higher levels of anonymity that may have encouraged more honest opinions as well as the inclusion of a more diversified set of participants. Thus the results of this study can be generalized to the extent that the participants profile is representative of the Egyptian work community. To conclude, this study confirmed the importance of transformational leadership and effective culture in enhancing employees' satisfaction and commitment. It also showed that employees' job satisfaction is an important predictor of their organizational commitment. The study deployment of validated measures allows the integration of its findings within the existing body of literature and fills an existing gap regarding an important Arab country; Egypt.

REFERENCES

- Ali, N., Babar, M. and Bangash, S. (2011). "Relationship between Leadership Styles and Organizational Commitment amongst Medical Representatives of National and Multinational Pharmaceuticals Companies, Pakistan (An empirical study)", *Interdisciplinary Journal of Contemporary Research in Business*, Vol 2, No.10, February, pp 524-529.
- Azadi A., Farsani S.B., Farsani M. E., and Aroufzad S. (2013). "Relationship between Organizational Culture and organizational commitment among woman physical education teachers" *European Journal of Experimental Biology*, Vol 3, No 1, pp 531-535.
- Allen, N. and Meyer, J. (1990). "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*, Vol 63, No. 1, pp 1-18.
- Alsayed A. K., Motaghi, M.H., and Osman I. B. (2012). "The Use of the Multifactor Leadership Questionnaire and Communication Satisfaction Questionnaire in Palestine: A Research Note", *International Journal of Scientific and Research Publications*, Vol 2, No. 11, November, pp 1-9
- Antonakis, J., Avolio, B. and Sivasubramaniam, N. (2003). "Context and Leadership: an Examination of the Nine Factor Full Range Leadership Theory Using the Multifactor Leadership Questionnaire", *The Leadership Quarterly*, Vol 14, No. 3, February, pp 261-295.
- Aydogdu, S. and Asikgil, B. (2011). "An Empirical Study of the Relationship among Job Satisfaction, Organizational Commitment and Turnover Intention", *International Review of Management and Marketing*, Vol 1, No.3. pp 43-53.
- Avolio, B., Bass, B. and Jung, D. (1999). "Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire", *Journal of Occupational and Organizational Psychology*, Vol 72, No.4, pp 441-462.

- Barling, J., Weber T., and Kelloway E. K. (1996). "Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment." *Journal of applied psychology*, Vol 81, No 6, pp 827-832
- Bass B. M. (1999). "Two Decades of Research and Development in Transformational Leadership", *European Journal of Work and Organizational Psychology*, Vol. 8, No. 1, pp 9-32.
- Bass, B. M., and Riggio, R. E. (2012). *Transformational Leadership*. Psychology Press.
- Bass, B. (1997). "Does the Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries", *American Psychologist*, Vol 52, No.2, February, pp 130-139.
- Bass, B. and Avolio, B. (1992). *The Multifactor Leadership Questionnaire-short form 6s*, Binghamton, NY: Center for Leadership Studies.
- Block, L. (2003). "The Leadership-Culture Connection: An Exploratory Investigation", *Leadership and Organization Development Journal*, Vol 24, No. 6, February, pp 318-334.
- Burns, J. M. (1978). "Leadership and followership", *Leadership*, pp 18-23.
- Bushra, F., Usman, A. and Naveed, A. (2011). "Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan)", *International Journal of Business and Social Science*, Vol 2, No. 18, October, pp 261-267.
- Chen, Li. (2004). "Examining the Effect of Organizational Culture and Leadership Behaviors on Organizational Commitment, Job Satisfaction, and Job Performance", *Journal of American Academy of Business*, Vol 5, No. 1\2, September, pp 432-438.
- Denison Consulting (2010). "Organizational culture and employee engagement: What's the Relationship?" *denison*, Vol 4, No 3, pp 1-4, retrieved from www.denisonconsulting.com/sites/default/files/.../rn_engagement_0.pdf
- Denison, D., Janovics, J., Young, J. and Cho, H. (2006). "Diagnosing Organizational Cultures: Validating a Model and Method", [Online], www.denisonconsulting.com/sites/default/files/documents/resources/denison-2006-validity_0.pdf.
- Denison, D. and Mishra, A. (1995). "Toward a Theory of Organizational Culture and Effectiveness", *Organization Science*, Vol 6, No. 2, pp 204-223.
- Dumdum, U. R., Lowe, K. B., and Avolio, B. (2002). "A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: an update and extension", In B. J. Avolio, and F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead*, Oxford, U.K.: Elsevier Science, Vol. 2, pp. 35-66.
- Elkahtany, A. (2010). "The Impact of Transformational Leadership in Achieving Job Satisfaction: Applied Study (Saudi Arabian Airlines)", *Business Studies and Research*, Vol 30, No. 2, pp 607-654.
- Emery, C. and Barker, K. (2007). "The Effect of Transactional and Transformational Leadership Styles on the Organizational Commitment and Job Satisfaction of Customer Contact Personnel", *Journal of Organizational Culture, Communications and Conflict*, Vol 11, No. 1, pp 77-90.
- Fey, C. and Denison, D. (2003). "Organizational Culture and Effectiveness: Can American Theory be Applied in Russia?", *Organization Science*, Vol 14, No.6, pp 686-706.
- Fuller, J. B., Patterson, C. E. P., Hester, K., and Stringer, D. Y. (1996) "A quantitative review of research on charismatic leadership", *Psychological Reports*, Vol 78, no 1, pp 271-287.
- Hair, J. F., Money, A. H., Samouel, P. and Page, M. (2007). *Research Methods for Business*, John Wiley and Sons Ltd.
- Hair, J. F., Anderson, R. E., Tatham, R. L. and Black, W. C. (1998). *Multivariate Data Analysis*, 5th edn, Upper Saddle River, New Jersey: Prentice-Hall.
- Hackman, R. and Oldham, G. (1974). *The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects*, Yale University, Department of Administrative Sciences, pp 1-84.
- The Hofstede Center, *Geert Hofstede Egypt Scores*, Retrieved October 30, 2013, from <http://geert-hofstede.com/egypt.html>

- Hooper, D., Coughlan, J., & Mullen, M. (2008). "Structural Equation Modelling: Guidelines for Determining Model Fit", *Electronic Journal of Business Research Methods*, Vol. 6, No. 1, pp 53-60.
- Jaros, S. (2007). "Meyer and Allen Model of Organizational Commitment: Measurement Issues", *The Icfai Journal of Organizational Behavior*, Vol. VI, No. 4, pp 7-25.
- Judge, T. A. and Piccolo, R. F. (2004). "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity", *Journal of Applied Psychology*, Vol 89, No 5, pp 755-768.
- Kanchana, P.N. (2012). "Job Satisfaction as Predictor of Organizational Commitment", *Emerging Trends in Science, Engineering and Technology*, pp 767-773.
- Kark, R., Shamir, B., and Chen, G. (2003). "The two faces of transformational leadership: Empowerment and dependency", *Journal of Applied Psychology*, Vol 88, No 2, Apr, pp 246-255.
- Kerlinger, F. N. (1986). *Foundation of Behavioral Research*, 5th edition, Holt, Rinehart and Winston, Inc Gulati, Orlando, Florida.
- Lok, P. and Crawford, J. (2004). "The Effect of Organizational Culture and Leadership Styles on Job Satisfaction and Organizational Commitment: A Cross National Comparison", *Journal of Management Development*, Vol 23, No. 4, September, pp 321-338.
- Lowe, K. B., Kroeck, G. K., and Sivasubramaniam, N. (1996). "Effectiveness Correlates of Transformational and Transactional Leadership: A Meta-Analytic Review of the MLQ Literature", *The Leadership Quarterly*, No 7, pp 385-425.
- Lumley, E.j., Coetzee, M., Tladinyane, R. and Ferreira, N. (2011). "Exploring the Job Satisfaction and Organizational Commitment of Employees in the Information Technology Environment", *Southern African Business Review*, Vol 15, No. 1, pp 100-118.
- MacIntosh, E., and Doherty, A. (2009). "The Influence of Organizational Culture on Job Satisfaction and Intention to Leave", *Sport Management Review*, Vol 13, No 2, pp 106-117.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., and Topolnytsky, L. (2002). "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences", *Journal of Vocational Behavior*, Vol. 61, pp. 20-52.
- Mgbere, O. (2009). "Exploring the Relationship between Organizational Culture, Leadership Styles and Corporate Performance: An Overview", *Journal of Strategic Management Education*, Vol 5, pp 187-202.
- Mohamad, M. (2012). "Transformational Leadership and Employees' Job Satisfaction and Commitment: A Structural Equation Investigation", *Journal of American Science*, Vol 8, No. 7, pp 11-19.
- Momeni, M., Marjani, A. and Saadat, V. (2012). "The Relationship between Organizational Culture and Organizational Commitment in Staff Department of General Prosecutors of Tehran", *International Journal of Business and Social Science*, Vol 3, No. 13, July, pp 217-221.
- Mowday, R., Steers, R. and Porter, L. (1979) "The Measurement of Organizational Commitment", *Journal of Vocational Behavior*, Vol 14, No. 2, April, pp 224-247.
- Nongo, E. S. and Ikyanyon, D. N. (2012). "The Influence of Corporate Culture on Employee Commitment to the Organization", *International Journal of Business and Management*, Vol. 7, No. 22, pp 21-28.
- Nunnally, J. C. (1978). *Psychometric Theory*, 2nd edition, New York: McGraw-Hill.
- Pettigrew, A. (1979). "On Studying Organizational Cultures", *Administrative Science Quarterly*, Vol 24, No. 4, December, pp 570-581.
- Petty, M.M., Mcgee, G. W., and Cavender, J. W. (1984). "A Meta-Analysis of the Relationship between Individual Job Satisfaction and Individual Performance", *Academy of Management*, Vol 9, No. 4, pp 712-721.
- Piccolo, R. F., Bono, J., Heinritz, K., Rowold, J., Duehr, E., and Judge, T. A. (2012). "The Relative Impact of Complementary Leader Behaviors: Which Matter Most?", *Leadership Quarterly*, Vol 23, pp 567-581.
- Piccolo, R. F., and Colquitt, J. A. (2006). "Transformational Leadership and Job Behaviors: The Mediating Role of Job Characteristics", *Academy of Management Journal*, Vol 49, pp 327-340.
- Randeree, K. and Chaudhry, A. (2012). "Leadership-Style, Satisfaction and Commitment: An Exploration in the United Arab Emirates' Construction Sector", *Engineering, Construction and Architectural Management*, Vol 19, No. 1, pp 61-85.

- Rehman, S., Shareef, A., Mahmood, A. and Ishaque, A. (2012). "Perceived Leadership Styles and Organizational Commitment", *Interdisciplinary Journal of Contemporary Research in Business*, Vol 4, No. 1, May, pp 616-626.
- Robbins, S. P. and Judge, T. A. (2013). *Organizational Behavior*, 15th Edition, Pearson Education limited.
- Scarpello, V. and Campbell, J. (1983). "Job Satisfaction: Are All the Parts There?", *Personnel Psychology*, Vol 36, No. 3, September, pp 577-600.
- Sempane, M.E., Rieger, H.S. and Roodt, G. (2002). "Job Satisfaction in Relation to Organizational Culture", *Journal of Industrial Psychology*, Vol 28, No. 2, pp 23-30.
- Schein, E. H. (2009). *The corporate Culture Survival Guide*, John Wiley & Sons, Inc.
- Shahin, A. and Wright, P. (2004). "Leadership in the Context of Culture: An Egyptian Perspective", *The Leadership and Organization Development Journal*, Vol 25, No. 6, pp 499-511.
- Shore, L.M., Martin, H.J. (1989). "Job satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions", *Human Relations*, Vol 42, No 7, pp 625-638.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*, California: Sage.
- Steger, M. F., Dik. B. J. and Duffy, R. D. (2012). "Measuring Meaningful Work: The Work and Meaning Inventory (WAMI)", *Journal of Career Assessment*, Vol 20, No. 3, August, p 322-337.
- Suma, S. and Lesha, J. (2013). "Job Satisfaction and Organizational Commitment: The Case of Shkodra Municipality", *European Scientific Journal*, Vol 9, No. 17, June, pp 41-51.
- Wanous, J. P. Reichers, A. E., Hudy, M.J. (1997). "Overall Job Satisfaction: How Good Are Single-Item Measures?", *Journal of Applied Psychology*, Vol. 82, No. 2, 247-252
- Zahari, I. and Shurbagi, A. (2012). "The Effect of Organizational Culture and the Relationship between Transformational Leadership and Job Satisfaction in Petroleum Sector of Libya", *International Business Research*, Vol 5, No. 9, August, pp 89-97.