

**Transformational Leadership, Organisational Justice and Organisational Outcomes: A Study from the Higher Education Sector in Syria**

**Abstract**

**Purpose:** We examined the impact of transformational leadership (TL) on organisational commitment (OC) with the mediating role of organisational justice (OJ) in the higher education sector in Syria.

**Design/Methodology/ Approach:** The data was collected from 502 employees from six higher education (HE) institutions. Two measures of organizational outcomes were selected for this study; namely job satisfaction (JS) and OC. Using Structural Equation Modelling (SEM), we tested four alternative models to indicate the relationship between leadership and organizational outcomes.

**Findings:** TL has both direct and indirect effects on OC through interactional justice (IJ). TL has an impact on JS through procedural justice (PJ) and IJ as intermediate variables, while transactional leadership (TrL) has an impact on JS through distributive justice (DJ). The three types of OJ have an impact on OC through JS. We found that the national culture may not influence the impact of the leader, as our results were similar to the Western studies.

**Practical implications:** The findings of our study provide managers of the (HE) sector with insights into the formations of employees' fairness perceptions, and with some guidelines for managing employees by documenting OJ to draw positive attitudinal and behavioural responses from employees.

**Originality/Value:** While most previous research has focused on exploring the relationship between leadership and OJ or between OJ and JS in the business sector, our study, however, seeks in addition, to pinpoint the effect of OJ as a mediate variable between the leadership and JS and OC in HE.

**Key words:** transactional leadership, transformational leadership, job satisfaction, organisational justice, organisational commitment, Higher Education, Syria.

**Paper type:** Research paper.

## Introduction

Previous research studying leadership style and organizational behaviour (Walumbwa et al. 2004, Sun & Henderson 2017) generated concepts of OC (Yousef 2016) and JS (Blake et al. 2016). Several studies have shown that leadership style does affect employee behaviour. More precisely, employee perceptions of leadership style and OJ have been shown to influence OC, JS, and employee turnover (Yousef 2000, Emery & Barker 2007, Harris et al. 2018). Researchers such as Tatum et al. (2003) noted that the relationship between leadership and OJ, although theoretically plausible, is not supported by empirical evidence. Previous research has examined the relationships between TL, TrL (Burns 1978, Bass & Avolio 1995) and perceptions of fairness and OJ (Greenberg 2001, Adeel et al. 2018) and how DJ (Greenberg 1993), PJ (Sapienza & Korsgaard 1996), and IJ (Greenberg 1993) mediate the influence of leadership on organizational outcomes (Colquitt 2001, Emery & Barker 2007, Wei et al. 2017).

The elements of OJ have potential parallels to TL characteristics. For example, the interpersonal sensitivity component of IJ draws a similar parallel to individual consideration in TL. Interpersonal sensitivity involves fair treatment using politeness and respect (Chan 2000). Increasing fairness perceptions of employees has numerous benefits including greater organizational citizenship behaviour, JS, and performance (Mayer et al. 2007).

Most previous research in leadership, OJ and OC was conducted in the business sector in Western countries (Robbins & Judge 2009). Despite some attempts in studying leadership

styles and organisational performance in the HE sector in Syria (Khalifa & Author 2, 2015), there is a lack of research on HE organizations in Syria and on the Middle East in general compared to other parts of the world (Yahchouchi 2009, Abu Elanain 2010) due to the inherent difficulty of conducting organizational researches in the area, including access to HE organizations and collaboration with researchers that speak the language. Thus, using Structural Equation Modelling (SEM) for data collected from six HE institutions in Syria, this study examines how TL could affect employee perceptions of fairness in the workplace, and how these perceptions could affect organizational outcomes including JS and OC in the context of Syrian culture. The study will answer the following three research questions:

- (1) Does TL affect OJ at HE sector in Syria?
- (2) Does OJ affect organisational outcomes (JS and OC)?
- (3) Does TL affect organisational outcomes (JS and OC)?

Literature review

TL and OJ

According to Burns (1978), TL is the result of individuals interacting with each other in a way that the leaders and followers motivate each other (Bass 1985, Podsakoff et al. 1990). Between the early eighties and early 2000, authors such as (Avolio& Bass 2004) have expanded the original theory to the full-range leadership model composed of five TL factors (idealised influence-attributable, idealised influence-behaviour, inspirational motivation, intellectual stimulation and individualised consideration), two transactional factors (contingent reward and active management by exception), and two passive avoidant behaviours (passive management-by-exception and Laissez-Faire). Furthermore, Campbell and Dardis (2004) developed the work of Burns by suggesting leadership actions consisted of influencing, operating, and motivating followers. The inspiration and empowerment aspects

of TL led to commitment beyond self-interest and involved followers' commitment to a vision and action that created agents of change (Santora & Sarros 2001, Kuzmenko et al. 2004, Oswell 2005, Darling & Heller 2009) with enhanced perceptions of self-efficacy (Avolio et al. 2008), inspirational motivation (Santora & Sarros 2001), and intellectual stimulation (Gkorezis & Petridou 2008, Darling & Heller 2009).

Previous studies showed that TL or TrL could explain leadership in different cultures (Bass 1990). For example, most studies about leadership in the Middle East used concepts of TL and TrL (Shahin & Wright 2004, Awamleh 2005, Abas 2008, Ngodo 2008, Yahchouchi 2009, Author 2 & Khalifa 2015, Khalifa & Author 2, 2015).

OJ research deals with the perceptions workers have of fairness in organizational decisions (Yamaguchi 2005, Baldwin 2006). The pre-eminent model describing OJ was developed by Greenberg (1987), who outlines four types of justice in an organization: systemic justice, configural justice, informational justice and interpersonal justice. In a further work by Greenberg & Cropanzano (2001), three dimensions of OJ have been identified: DJ concerned with perceptions of fairness regarding outcomes in an organization; PJ concerning the fairness of the process through which organizational outcomes are achieved; and IJ concerning the fairness of the interactions between different organizational tiers, i.e. leadership and workforce. Justice concepts have been applied to various organizational issues, including selection and staffing, performance appraisal, compensation, diversity management, sexual harassment (Colquitt et al. 2001).

OJ is closely connected with styles of leadership (Tatum et al. 2003, Harris et al. 2018). Some studies show that TL is more concerned with social justice, whilst TrL might be more

concerned with DJ (Eberlin & Tatum 2008). Other studies show that TL has a great effect on PJ and IJ (Avolio et al. 2004, Yamaguchi 2005, Nogodo 2008).

*OJ and organisational outcomes*

OJ influences organisational outcomes through attitudes, behaviours, JS, and OC of employees in the workplace (Colquitt et al. 2001). It is widely believed that people satisfied with their job achieve more and have better psychological and physical health (Fritzsche & Parrish 2005). Studies have shown that DJ, PJ, and IJ all predict JS (Wei et al. 2017) across different cultures (Fields et al. 2000, Fong & Shaffer 2003). OJ, in general, has been found to show a strong relationship with OC (Martin & Bennett 1996, Suliman 2007) PJ was more strongly related to OC than DJ (Abu Elanain 2010). Studies also showed that JS affects OC (Martin & Bennett 1996).

*TL and organisational outcomes*

The relationship between leadership style and JS has been investigated by several scholars (Kim 2002, Blake et al. 2016). Further studies have shown that TL positively related to JS, OC, and performance (Walumbwa et al. 2004, Walumbwa et al. 2005, Emery et al. 2009). Although TrL tends to be the most frequently used leadership approach in industry (Yammarino & Bass 1990), no significant relationship was demonstrated between TrL style and JS (Medley & Larochelle 1995). Research findings have also confirmed that TL is more highly related to perceived satisfaction and effectiveness than is TrL (Yammarino & Bass 1990), as excessive reliance on TrL may create an environment in which the relationship of the subordinates with the organization is overwhelmingly determined by the principles of economic exchange of goal achievement and rewards (Bass 1985).

Organizational outcomes (Greenberg 2005) could refer to either high performance and compliance, or high turnover and absenteeism, and violence and other counter-productive work behaviours. For the first outcome, the transformational factors of charisma, intellectual stimulation, and individual consideration are more highly correlated with JS and OC than the transactional factors of contingency reward and management- by-exception (Emery et al. 2009). Employees who perceive their managers as adopting TL style are more committed to their organizations, more satisfied with their jobs and higher in their performance (Yousef 2000, Marmaya et al. 2011).

## Methodology

### *Measurement tools*

Several instruments have been developed on leadership measurement. Kouzes and Posner (1988) developed Leadership Practices Inventory (LPI) that measures practices of exemplary leadership based on five topical areas. Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985) and revised and updated by Bass and Avolio (1995, 2000) and Avolio and Bass (2004), is the most widely used measurement instrument in leadership-related studies. MLQ model incorporates a range of leadership styles as opposed to other models (Hunt & Conger 1999, Yukl 1999), and is found to be a viable instrument to find a link between leadership style, organizational performance, employee satisfaction and employee productivity (Antonakis et al. 2003, Wang 2005).

While this study will use MLQ for leadership measurement, perceptions of DJ will be measured with the DJ Index (Price & Mueller 1986), perceptions of PJ will be measured using 15 items developed by (Niehoff & Moorman 1993), and perceptions of IJ will be measured using 9 items developed by (Colquitt 2001).

The most common approach to measuring JS involves the use of questionnaire (Greenberg & Baron 2008). Job Descriptive Index (JDI) was a tool developed by Smith et al. (1969) to measure JS, and it has been shown to be an effective and reliable measure of JS but not for all organisations (Stanton et al. 2002). Another tool is Minnesota Satisfaction Questionnaire (MSQ) which is also a widely effective and used measure for JS (Weiss et al. 1967). This study uses MSQ, as it is easy to use and understand, and it also applicable to any organization for employees, supervisors, and managers.

Measurements for OC were earlier established by (Allen & Meyer 1993). OC, according to Allen and Meyer (1993) is measured by affective commitment denoted a sense of belonging to the organization and continuance commitment emphasized the perceived costs of leaving the organization.

#### *Source of data*

Until 2000, the business sector in Syria went through an important period of change. Industrial activity in the country had a severe setback in the 1960s when many thriving industries were nationalized affecting management practices. Since 2000 and until 2012, which is the indicative beginning of the political unrest, the economy has become increasingly open and foreign influences on businesses have risen. With a process of economic change and increasing competition in Syria (Perthes 2004), innovative leadership capabilities and practices became important assets for running any business. In 2010, a Syria Oxford Leadership Programme for developing future leaders of the country was strongly supported by the Syrian Government. This opening up has further been supported by an increasing number of Syrian professionals being trained in European and USA colleges. The



economic rise has reflected in the HE sector, when since 2000, more than 15 private universities have been established in the country providing higher education for considerable number of Syrian students (Author 4, Author 2 et al. 2017).

Giving the expansion of the HE sector prior to the political unrest, the results of this study is based on questionnaire data collected between 2011 and 2012 from six Syrian HE institutions. The six HE institutions were selected based on several diversity factors including age, size, and organisational complexity and formality. Arrangements were made for the survey materials to be distributed randomly (Leedy & Ormrod 2005) to all fulltime academic and professional managers and subordinates at the six HE institutions. The survey instrument was distributed to 780 randomly selected members of the chosen organizations. Out of the 780 surveyed, 502 respondents completed and returned their questionnaires making a 64% return rate. The survey instrument consists of five parts, the demographic part, the OC part, the JS part, the MLQ part and the OJ part.

As all the previous parts were originally developed in the English language, the issue of conveying information, ideas, emotion, and attitudes into Arabic could become a problem, as abstract ideas may not be relevant in other cultures and these may be lost in translation (Behling et al. 2000). This issue was considered in this study by discussing the survey tool with a professionally qualified translator with a university degree in linguistics, especially on matters of conceptual and normative equivalence, and by using an initial translation of the questionnaire in a pilot study to resolve semantic and conceptual issues.



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*Data analysis*

To test the relationship between leadership style and organisational outcomes, SEM was used through the following steps (Blunch 2008): 1. statement of research questions (see introduction), 2. formulation of a SEM model, which will answer the research questions (see Figure 1), 3. examination of whether the model can be estimated (see methodology), 4. data collection and estimation of the model (see methodology and results), 5. examination of computer output (see results), and 6. acceptance or rejection of the model (see results and conclusion).

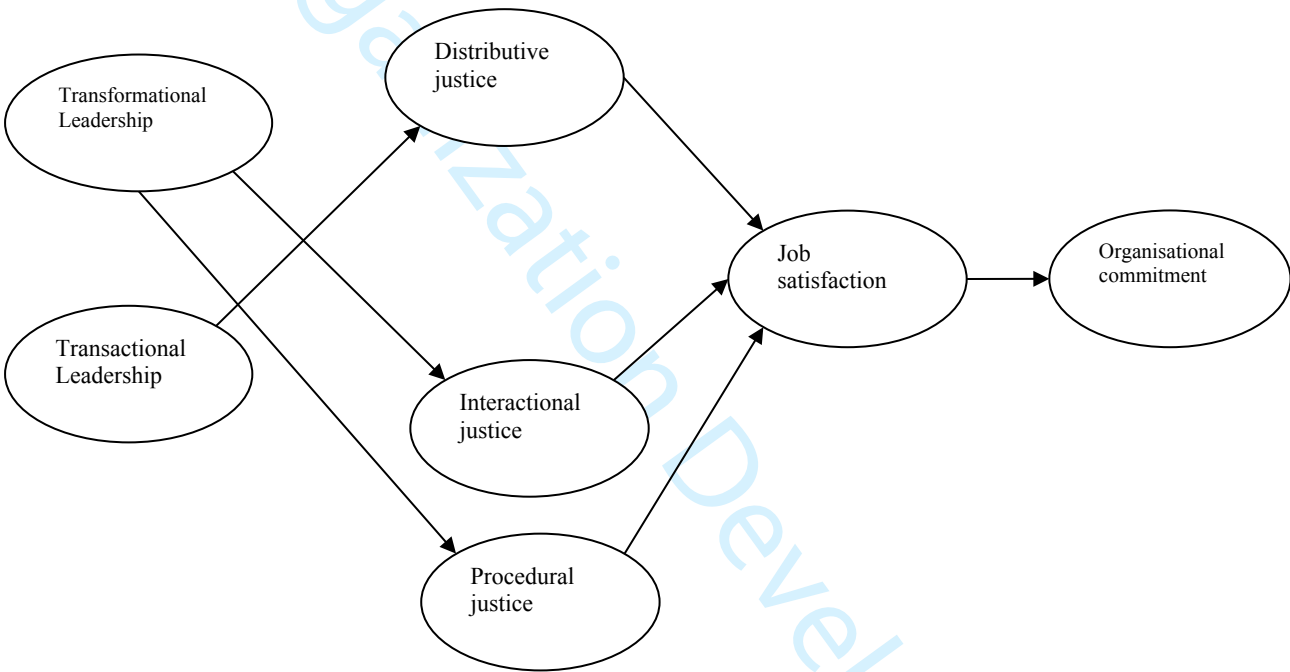


Figure 1: Main model of the study

The authors used the method of Linear Structural Relations (LISREL) in the statistical program Statistica.5.5. This method consists of two interrelated models: the first is known as Measurement Model, and the second as Structural Model (Currivan 1999). Through the Confirmatory Factor Analysis (CFA), the measurement model concentrates on the relations between the indexes (seen variables), and the theoretical concepts (latent variables), while the structural model concentrates on the assumed relations between the underlying variables

(theoretical concepts), along with taking into consideration the measurement errors, and controlling the exogenous variables that may affect the variables of the relations.

In the light of the results from the CFA, and the structural relations analysis, each of the measurement model and the model of structural relations are evaluated through Chi-Square, and the Root Mean Square Residual (RMSR). In addition, a set of GFIs (Goodness of Fit Index) that assign in accordance with the measurement model, the extent and quality of homogeneity of the shown data in relation to the concepts to be analysed, while the general model of structural relations measures the extent and quality of homogeneity of the substitute models linking leadership style to OC. Currivan (1999) indicates that the drop in Chi-Square value indicates the quality of homogeneity of the model to the shown data. To overcome the partiality of Chi-Square in relation to the size of the specimen, in addition to the Chi-Square test, the Bentler's Comparative Fit Index was used, where the model of the relations subject of the test is accepted if the value of this indicator is more than 85% (Bentler 1990). In addition to that, the significance of structural variables coefficients reflects the direction of the relation (precedence). It also indicates that whenever the value of the AGFI (Adjusted Goodness of Fit Index) increases more than (0.90), this would indicate the quality of harmonizing the model to the relation subject of the test, while Bentler & Bonetts (1980) indicate that the Normed Fit Index (NFI), which measures the relative improvement in the quality of homogeneity of the model subject of the test by comparison with an assigned norm, or other model, must be more than (0.90). Muliak et al. (1989) see the necessity of amending that index (quality of normative proportion) in the light of freedom degrees, which is known as Parsimonious Fit Index (PFI). Finally, Currivan (1999) sees that the quality of harmonizing the location of the test will be acceptable and good statistically whenever the value of (RMSR) is less than (0.05). By using the Maximum Likelihood method, and through LISREL, each of the measurement model and the structural model were analysed to test the

precision of measuring the practical observations to these theoretical concepts and to assign the best models that interpret the relationship of style of leadership to OC.

Results

Model I

The results in Table (1) reveal a relatively low homogeneity quality of the main model of the study. Although most of (GFIs) were equal to the assigned standards or exceed them, the drop in the value of (AGFI) and (NFI) less than the minimum limit led to a relative overall drop in the homogeneity quality of the model. The results indicate a drop in the value of Chi-Square which amounted to 94.22, while the value of Bentler's CFI amounted to 0.924, and the value of (GFI) amounted to 0.904. Furthermore, the results showed a drop in (RMSR) less than the minimum limit of 0.05, as it amounted to 0.018. The results also indicate to a rise in the value of the (PFI), less than the minimum limit of 0.9, as it amounted 0.913. As related to the Path coefficients, the results revealed the significance of all the paths, but the reason in this relative drop in the quality of model homogeneity is, as mentioned earlier, the drop in the value of (AGFI) and (NFI) being less than the minimum limit, where they amounted to 0.823 and 0.834, respectively.

Studied Variables	Path Coefficients	Standard Error	T Value	T significant
TL⇒ PJ	0.057	0.013	1.47	0.003
TL⇒ IJ	0.287	0.167	2.23	0.000
TrL⇒ DJ	0.625	0.042	3.67	0.001
DJ⇒ JS	0.335	0.063	2.45	0.000
PJ⇒ JS	0.422	0.062	5.22	0.002
IJ⇒ JS	0.243	0.065	4.67	0.001
JS⇒ OC	0.376	0.053	3.89	0.000
Chi-Square		94.22		
GFI		0.904		
AGFI		0.823		
RMSR		0.018		
NFI		0.834		
CFI		0.924		
PFI		0.913		

Table 1: Model (I) testing

*Model II*

The results in Table (2) led to three new paths being added to the main model to test the direct relationship between DJ, PJ, and IJ, on the one hand, and OC, on the other hand. This did not improve the quality of homogeneity of the model; on the contrary, they led to a drop in the value of some GFIs below the minimum limit. The results indicate a slight rise in the value of Chi-Square, which amounted to 95.23 and a slight drop in the value of Bentler's CFI, which amounted to 0.912. There was also a drop in the value of (GFI) below the minimum limit of 0.9, where it amounted to 0.882. In addition, the results reveal a drop in (RMSR) below the minimum limit of 0.05, where it amounted to 0.014. The results indicate a relative rise in the (PFI), where it amounted to 0.921. It is also noticed that the value of each of (AGFI) and (NFI) are still less than the minimum limit, where the value of each of them amounted to 0.826 and 0.846 respectively. This confirms that the addition of these relationship paths to the model, especially the relationship of each of the DJ and PJ with OC, did not lead to improving the quality of model homogeneity. This fact led to the decision to exclude them from the main model to be used for analysis. What confirms the necessity of their exclusion from the model is the fact that the significance of all the paths in the model were upheld, except for these two paths that test the direct relationship between DJ or PJ and OC, where the significance for each of them amounted to 0.237 and 0.465, according to T value which amounted to 0.663 and 2.764 respectively.

Studied Variables	Path Coefficients	Standard Error	T Value	T significant
TL $\Rightarrow$ PJ	0.027	0.023	0.324	0.002
TL $\Rightarrow$ IJ	0.031	0.018	0.227	0.000
TrL $\Rightarrow$ DJ	0.225	0.036	3.130	0.001
DJ $\Rightarrow$ JS	0.042	0.047	2.456	0.003
PJ $\Rightarrow$ JS	0.034	0.017	1.675	0.000
IJ $\Rightarrow$ JS	0.065	0.054	3.765	0.001
DJ $\Rightarrow$ OC	0.542	0.018	0.663	0.237
PJ $\Rightarrow$ OC	0.033	0.024	2.764	0.465
IJ $\Rightarrow$ OC	0.472	0.034	1.324	0.002
JS $\Rightarrow$ OC	0.321	0.012	2.212	0.000
Chi-Square		95.23		

GFI	0.882
AGFI	0.826
RMSR	0.014
NFI	0.846
CFI	0.912
PFI	0.921

Table 2: Model (II) testing

*Model III*

The results in Table (3) reveal that adding two paths to the main model to test the direct relationship between the two types of leadership (TrL and TL) and the OC reflected negatively on the quality of the model homogeneity in general. The results indicate a slight rise in the value of Chi-Square, which amounted to 134.56 and this is confirmed by the drop in Bentler's Comparative Fit Index (CFI) which amounted to 0.732. In addition to that, rejecting the model outlined led to a drop in each of (GFI) and (AGFI), where they amounted to 0.764 and 0.705 respectively. It also led to a rise in (RMSR) from the acceptable minimum limit of accepting the model (0.05), with an RMSR of 0.132. Finally, the results showed a relative drop in each of (NFI) and (PFI) below the minimum limit of 0.9, where they amounted to 0.713 and 0.605. This confirms that the addition of these two relationship paths, especially the direct relationship between TrL and OC reflected negatively on the quality of model homogeneity in general, hence the need to exclude them from the model. What confirms the necessity of their exclusion from the model is the fact that the coefficients of all the paths in the model were significant, except for this path that tests the direct relationship between TrL and OC, where the significance related to it amounted to 0.675, according to T value which amounted to 2.364.

Studied Variables	Path Coefficients	Standard Error	T Value	T significant
TL $\Rightarrow$ PJ	0.321	0.062	1.247	0.004
TL $\Rightarrow$ IJ	0.132	0.345	2.148	0.000
TrL $\Rightarrow$ DJ	0.423	0.098	0.268	0.006
DJ $\Rightarrow$ JS	0.564	0.212	1.245	0.001
PJ $\Rightarrow$ JS	0.132	0.123	1.206	0.009
IJ $\Rightarrow$ JS	0.121	0.168	0.346	0.003
TL $\Rightarrow$ OC	0.243	0.285	4.215	0.000
TrL $\Rightarrow$ OC	0.423	0.288	2.364	0.675
JS $\Rightarrow$ OC	0.654	0.045	5.686	0.002
Chi-Square		134.56		
GFI		0.764		
AGFI		0.705		
RMSR		0.132		
NFI		0.713		
CFI		0.732		
PFI		0.605		

Table 3: Model (III) testing

*Model IV*

The results in Table (4) illustrated in Figure (2) reveal that adding two paths to the main model to test the direct relationship between the TL and IJ, on the one hand, and OC on the other hand, led to a tangible improvement in the quality of the model homogeneity, compared to Model I. The results indicate a remarkable drop in the value of Chi-Square, which amounted to 61.25, and to a rise in the value of the other indicators of homogeneity quality, where the value of Bentler's Comparative Fit Index (CFI) amounted to 0.967, while the value of each of (GFI) and (AGFI) amounted to 0.954 and 0.948 respectively. In addition to that, the results also reveal a drop in (RMSR) from the acceptable minimum limit for accepting the model (0.05), where it amounted to 0.013. The results indicate a rise in the (PFI), where it amounted to 0.958. What confirms the quality of model homogeneity is the rise in the value of (NFI) less than the minimum limit requested to accept the model, where its value amounted to 0.966. As related to the Path coefficients, the results revealed the significance of all the paths, including the two paths that test the direct relationship between the TL and IJ on the one hand, and OC on the other hand. This fact finally led confirming this model as the

most acceptable model in its interpretation of the relationship between the leadership style and OC.

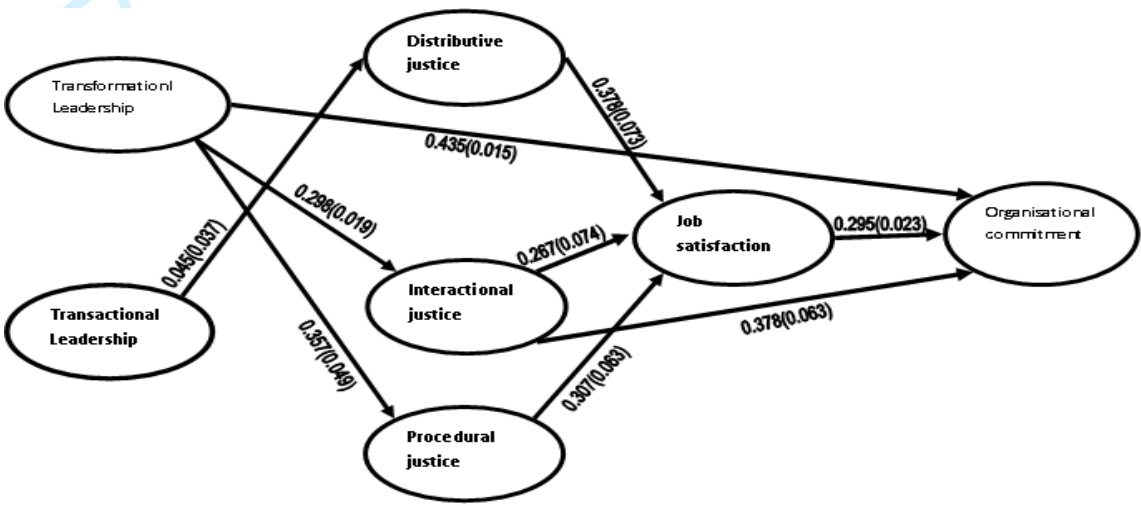


Figure 2: Model (IV) diagram

Studied Variables	Path Coefficients	Standard Error	T Value	T significant
TL⇒ PJ	0.357	0.049	0.356	0.002
TL ⇒ IJ	0.298	0.019	2.125	0.000
TrL⇒ DJ	0.045	0.037	4.218	0.000
DJ⇒ JS	0.378	0.073	4.258	0.002
PJ ⇒ JS	0.307	0.063	3.987	0.004
IJ ⇒ JS	0.267	0.074	5.324	0.000
TL⇒ OC	0.435	0.015	1.248	0.003
IJ⇒ OC	0.378	0.063	2.657	0.005
JS⇒ OC	0.295	0.023	3.527	0.000
Chi-Square		61.25		
GFI		0.954		
AGFI		0.948		
RMSR		0.013		
NFI		0.966		
CFI		0.967		
PFI		0.958		

Table 4: Model (IV) testing

Discussion

General findings

The study shows that while TL is positively related to PJ and IJ, TrL is positively related to DJ, which support the results of previous studies in business sector (Eberlin & Tatum 2008,



Nogodo 2008). The study also shows that while TL has an impact on JS through PJ and IJ, TrL has an impact on JS through DJ as a mediate variable, which support the results of previous studies (Colquitt et al. 2001). Furthermore, the study shows that TL is positively related to OC through IJ as a mediate variable, to JS, and that TrL leadership is not positively related to OC (Walumbwa et al. 2004, Walumbwa et al. 2005, Emery et al. 2009). Finally, in line with previous studies in the business sector (Fields et al. 2000, Colquitt et al. 2001), the study shows that DJ, PJ and IJ are positively related to JS, and to OC through JS as a mediate variable (Abu Elanain 2010).

### *Contribution to theory*

While most previous research has focused on exploring the relationship between leadership and OJ or between OJ and JS in the business sector, this study seeks in addition to pinpoint the effect of OJ as a mediate variable between the leadership and JS and OC in the HE sector. This study shows the importance of IJ in the Syrian HE context comparing to the Western context in bringing about greater employee commitment to their organizations, and the importance and impact of interpersonal working relationships in understanding employees' perceptions of fairness.

The observation from this study does not take into account the possibility that the national culture may influence the impact of the leader, as the results of this study were similar to the Western studies. The study results show a fact that both Arabs and Westerners share many common traits and their behaviours often overlap often, which supports other authors' arguments (Yousef 2000, Schwartz & Bardi 2001). However, it is inconsistent with Hofstede framework (2003). According to Yousef (2000), leadership behaviour and national culture interact together in their influence on JS, but that national culture does not directly determine

the impact of leadership behaviour on OC, as in some cases managers might be even less inclined to spend time and effort to analyse and understand such relationships.

We argued that what constitutes individualized consideration to one person might appear to be interference or paternalism to another person, apart from the country or the culture. The perception is dependent on the work environments and situation that this person has experienced. For instance, if a person works in a very controlling environment, a simple friendly response by the leader might be construed as individual consideration. However, if a person moves to a command and control work environment after experience in an organization that focuses on developing individual, his/her threshold for individual consideration will be much higher (Avolio & Bass 1995). Thus, the culture beliefs, norms and values that he has experienced in former work life impacts how he/she feels about the leader's behaviour. In other words, culture defines attitudes of followers (Bass & Avolio 1993).

An important question is whether leadership determines culture or culture determines leadership? Howell and Avolio (1993) hypothesized that leaders in an organization that is high in support for innovation would have higher levels of performance. Their findings suggested that TL does perform better in environments described by followers as innovative; thus implying that culture may have an effect on TL performance. This suggests that culture shapes leadership. On the other hand, management also attempts to affect culture as a technique for exerting influence on the organization, and researches like Bass and Avolio (1993), Berrio (2003), and Schein (2004) have shown that there is constant interplay between leadership and organizational culture. Leadership styles and organizational culture are not independent of each other. Bass and Avolio (1993) noted that it is important to recognise that

the culture of an organization affects the leader as much as the leader affects the culture of the organization. Block (2003) and (Sarros & Santora 2001) indicate that a leader's style does appear to have an impact on culture. Additional studies on culture point to the possibility that organizational culture possesses more influential power on a leader than the leader does on a strong culture (Bass, 1990). Recent studies show that the model of 'culture-leadership-outcome' generally shows a similar pattern with the reverse effect of 'leadership-culture-outcome' (Chong et al. 2018).

### *Limitations and future research*

A limitation of the study is based upon methodology, because data was collected from only six HE institutions from Syria, where the significance of which needs to be explored in other sectors. The second limitation of this study is that data was collected at a single point in time, as it may be found that, over time, PJ does have a strong effect on OC and turnover intentions. A third limitation is that since the instrument was also presented to Arabic-speaking respondents, it had to be translated into the Arabic language. Although the back-translation method was conducted to identify and modify inconsistencies between the English and Arabic versions, invalid responses may have been collected from Arabic-speaking due to misunderstandings and different-cultural setting. A further limitation is that although the study has focused on Syrian HE leadership, this context is not entirely isolated from Western business, as many Syrian HE managers have been educated in Western universities and business schools and this is likely to explain similarities of behaviour between Western and Syrian managers. Finally, the study was conducted prior to the current political unrest in Syria, which would definitely have an impact on the results if the study was repeated in the near future.

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Future research conducted in other settings could improve the generalizability of the results. A longitudinal study to examine the continuity of the responses and to observe changes that occur over time (Zikmund 1997) would be an important study in the future, as employees' perceptions of fairness may be variable in terms of their relationships to other organizational behaviours. It would also be recommended that future research be examined from different sectors, such as public sector, military, manufacture, and so forth.

## References

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