

The Use of the Multifactor Leadership Questionnaire and Communication Satisfaction Questionnaire in Palestine: A Research Note

Alaedin Khalil Alsayed*, Mohammad Hossein Motaghi**, Intan Binti Osman***

* School of Management, Universiti Sains Malaysia

** Graduate School of Business, Universiti Sains Malaysia

*** Woman's Development Research Centre (KANITA), Universiti Sains Malaysia

Abstract- This research note presents the results of testing the goodness (factor analysis and reliability) of two questionnaires – communication satisfaction and leadership style – within the Palestinian community. The paper further discusses dimensionality for each construct. The Multifactor Leadership Questionnaire (MLQ) [1] rates leadership behaviors utilized by leaders/supervisors. The MLQ has been widely tested for its reliability in diverse context. Communication Satisfaction Questionnaire (CSQ) [2] measures the level of individuals' satisfaction with organizational communication in several organizations. Palestine, with its uniqueness, provides an ideal context to test both of these scales to be serviced in similar communities. The present study has adapted the original MLQ and CSQ to fit with the Arabian culture. Both scales were translated into Arabic language, back translated, and reviewed by specialists. Both scales performed well and provide strong support for the validity and reliability of each scale, allowing other researchers a high degree of confidence in their application. The finding suggests that these research tools may be useful and can be expanded to the greater Arabian region

Index Terms- Multifactor leadership questionnaire (MLQ), Communication satisfaction questionnaire (CSQ), Dimensionality.

I. INTRODUCTION

Organizational development is an important issue that was considered by literature. Two constructs in this stream of research are; transformational – transactional leadership [3], and communication satisfaction [2]. These constructs are proved as important issues to ensure organizational development, success, and effectiveness. This brief research note presents evidence of these two terms' application and goodness in Palestine. The present study believes that this research note is necessary because of the dearth of applied business research particularly in Palestine and Middle East more generally. Additionally, it would be suggested that the present study is the first to investigate leadership styles and communication satisfaction specifically in public sector of Palestine, and their evaluation from employees' perspective.

Leadership style is defined as “interpersonal influence, directed through communication toward goal attainment.” [4]. It is also defined as "the process of influencing leaders and

followers to achieve organizational objectives through change"[5]. To ensure a holistic understanding for this concept, leadership is further defined as "the ability to influence a group towards the achievement of goals" [6]. Among the previous definitions, it would be concluded that, leadership is the ability of interpersonal influence to direct followers through communication, and to achieve through change the organizational objectives. The reflection of these definitions in light of contemporary theories of leadership emerged three styles that are; transformational, transactional, and laissez-faire.

The transformational leadership theory first appeared in 1978, when Burns made the attempt to study political leadership; as such it was derived from political science [7], and developed later by Bass [3]. The present believes that transformational leadership is a key of change, through its factors of influence (idealized influence, intellectual stimulation, inspirational motivation and individual consideration). Transformational leadership refers to a process focusing on the exchange between leaders and followers by motivating followers' attitudes, it is the process of building employee loyalty to meet the organizational visions, missions, strategies and objectives by the leaders [8], not only because it is detrimental to the behavior of leaders and greatly affect on individuals' performance, but also because it built on creative exchange between the leader and followers to meet organizational vision through a change in values [3]. The second style refers to transactional leadership that is very necessary to ensure the managerial role of the leader. It connotes a communal process of exchange between leaders and followers in order to persuade the followers to meet up their assigned duties so that the followers can claimed the benefits such as pay, rewards, advancement or recognition from the organizations [9, 10]. Transactional leadership could be observed through two factors that are; contingent reward and management-by-exception that would be active or passive. Both styles of leadership combine between the ability of influence and crating internal emotions toward the goals and the best way how successfully the objectives could be achieved. It is somehow combining between charisma of personality (transformational) and resolution reaction (transactional) dealing with organizations. Indeed, transformational and transactional styles to be effectively utilized the role of effective communication should be ensured. The third style of leadership reflects the absence of these two styles that called laissez-faire, it refers to passive/avoidant or no leadership. In other word, when the leader

avoid to take decision, has negative influence on followers, delay to deal with problems, thus, his style is laissez-faire.

Reviewing the literature, leadership styles were found to be significantly related to several organizational factors where, transformational style registered positive impact, transactional style had uncertain effect. Further information about uncertain findings of transactional style is provided later in this paper. Laissez-faire style on the other hand, was related significantly and negatively with; motivation [11], extra effort and effectiveness [12, 13], creativity and work attitude [14], and job performance [15]. Authors introduced the multifactor leadership questionnaire (MLQ) to measure this term [1]. The MLQ has been applied across many countries and cultures, such as; the United States [16, 17], Germany [18], Spain [14], Australia [15, 19], Pakistan [13], Thailand [20], but in a very limited concern in the Middle Eastern Countries such as; Palestine [12], UAE [21], and Israel [22]. Several studies have indicated that this scale is a holistic tool that reflects contemporary leadership behaviors.

Communication satisfaction on the other hand, is the second term under investigation in this research note, is defined as an audit tool of organizational communication; it expresses the individual's degree of satisfaction with different aspects of communication within the organization [2]. The construct communication satisfaction first entered in literature in Dale Level's (1959) doctoral thesis that investigated communication in urban banks [23, 24]. Then it was developing by authors, for instance, Clampitt and Downs [25] defined it in a similar way as cited in Thayer (1968) who defined communication satisfaction as "the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with" (p. 144). The term further refers to the sum of a individual's satisfaction, which is saturated from informational-flow and relations variables [26]. The construct communication satisfaction as presented by Downs and Hazen [2] consists of eight factors that are; organizational integration, organizational climate, organizational perspective, relationship with supervisor, relationship with subordinate, horizontal communication, media quality, and personal feedback. It was described as the best tools that investigate the overall organizational communication [27]. The CSQ has been used in numerous countries such as; the United States [28, 29], Guatemala [30], Korea [31], Taiwan [24], and to very limited extent in Meddle East such as; Iran [32], and Yemen [33].

Though relatively, the construct of communication satisfaction is gaining research traction, as reflected in [32-36] comprehensive review of the extant literature on communication satisfaction. This construct has never been investigated in Palestine. In particular, communication satisfaction was found to be related positively with several organizational variables such as; national culture [33], OCB [37], job performance [26, 28, 38], empowerment [28], organizational identification [39], membership satisfaction [40], job satisfaction [26, 34, 41-43], organizational commitment [30, 42, 44] employees' productivity [45], and satisfaction with work relationships [46]. Moreover, researchers believe that a positive communication environment contribute to organizational effectiveness [24].

Consequently, the previous studies have provided –to some extent– limited support for the validity of the communication satisfaction and transformational-transactional leadership

constructs because, majority of previous studies have investigated the original tools in English language where, exploratory factor analysis is not required, as well as, when the scales are translated into other languages. Given the ongoing uniqueness of the Palestinian community, which suffers of permanent threats of Israeli attacks; and function within unstable situation, Palestine seemed to be an idol context to test these measures, especially since this is the first applied study in public sector on the topic in national area. Additionally, several changes at top political leadership positions occur in Meddle-East region. This issue is important to reflect how leaders of public organizations should be, what action or style of leadership should be dominant, and how satisfactory communication will be ensured especially when reaching work place becomes a disastrous phenomenon. What style of leadership could be fit among similar situations? And to which extent leaders can allow information to flow. Such questions that would be a place of interest for researchers might be assessed by some information provided by the present study. To conclude, the present study due to available literature seems to be the new one investigating both MLQ and CSQ in public sectors organizations among Arab countries area.

The remainder of this research note include the following: the next section discusses dimensionality for each construct; the third section provides a brief of research methodology, the fourth section reports the results of statistical analysis of the scales, and the last section concludes the research.

II. DIMENSIONALITY

Multifactor Leadership Questionnaire. The present study divided previous utilization of MLQ into three categories. In the first category, MLQ was presented into 9 factors of leadership (5 for transformational style; 3 for transactional and 1 factor for laissez-faire style). Studies from this category [e. g., 15, 19, 20, 47, 48] concluded that transformational factors had positive effect, as well as, two factors of transactional style (active management-by-exception and contingent reward) on several organizational variables, while passive management-by-exception and laissez-faire have showed negative effect. This category treated factors of leadership separately due to nine factors, and thus, it seems to be not clear showing the effect of each style alone. Hence, the suggestion is; since both transformational and transactional styles are supposed to reflect effective form of leadership [3], negative factor (passive management-by-exception) should not be included as a factor of transactional style.

The second category of studies highlighted an approached combination of each style's factors, thus, transformational style has presented by 5 factors combined together, and transactional style included three combined factors, and laissez-faire style remained with one factor as it is basically suggested in MLQ. Hence, findings of transformational style have reflected positive significant effect on several dependent variables [e. g., 13, 20], while, the effect of transactional style was uncertain reflecting whether negative [e. g., 12, 22] or insignificant effect [e. g., 21]. Additionally, studies that investigated active management-by-exception reported variance results, it is unclear if it is positively related [e. g., 13, 17, 19] or not related at all [e. g., 49]. For that, some suggestions were to re-examine the scale. For instance,

Lowe, et al. [47] through a meta-analysis study suggested; transactional scales of the MLQ need revision because the scales did not seem to achieve results particularly in public sector organizations. Moreover, some other research [e.g., 50] revealed the reasons of low reliability of transactional dimension for including passive management-by-exception which per se reflects negative effect. In support to this argument, some studies [e.g., 51] argued through re-examination of MLQ scaled that, it is possible for MLQ to appear into three dimensions, each dimension reflecting a separate style, while they recommended that researchers and practitioners should ought to continue in this field. It would be concluded that studies that combined the three factors of transactional style have come up with uncertain findings for transactional style, additionally; better understanding has been clarified when active forms of transactional factors were combined with transformational factors and the same to passive form with laissez-faire style.

In the third category, studies attempted to overcome the lack in the previous group combining factors of transformational style in one dimension; and contingent reward with active management-by-exception in another. Thus, researchers [e.g., 50] to overcome uncertain findings; have adapted the scale based on the results of factor analysis. The transformational factor remained with five components, transactional factor included contingent reward and active management-by-exception, and the absent/avoidant style included passive management-by-exception and laissez-faire items. Other research [e.g., 52] found all components of transformational leadership were highly correlated, thus, they were combined together. The third factor was passive leadership and included passive form of management-by-exception combined with laissez-faire factor. Hence, results of these studies have shown significant and discussable findings. Such adjustments were also carried out in several other studies [e.g., 13, 17]. The existence of MLQ scale in three dimensions is important issue that assets in training requirements and evolution, and understanding leadership styles[51]. Further, numerous studies have examined these styles as unidimensional variables [see 53, 54].

Noticeably, some literature has discussed MLQ dimensionality introducing two styles (effective and ineffective), some other research were about four dimensions. Such results are out of the interest of the present study because the theory of transformational-transactional leadership has suggested three styles of leadership. In conclusion, the present study has followed the method argued in the third category.

Communication Satisfaction Questionnaire. The CSQ was presented as the best tools of measuring organizational communication [27]. Further, it was considered to be the most comprehensive instrument for assessing the formal and informal channels of communication and relationships among employees within the organization, which assesses information flow directions[26]. Since the first application, the CSQ was considered as a multidimensional instrument that covers the level of satisfaction with different variables of organizational communication [2]. Beside the eight dimensions of CSQ mentioned previously; Downs [55] added two other dimensions; top management and interdepartmental communication while, he was investigating communication satisfaction during

performance appraisal. However, researchers [e.g., 56] discussed the CSQ assuring multidimensionality.

Accordingly, dimensions of CSQ have been presented in different ways, some studies consider it as two-dimension scale while, others reported three dimensions. In the present study, the focus is to test possibilities of creating two or three dimensions; this suggestion is to facilitate utilizing the scale with other variables. Meanwhile previous studies, authors attempted to contribute to this technique of measuring communication satisfaction. For instance, CSQ was presented in two dimensions of satisfaction, first, *informational communication satisfaction* which reflect the degree to which the accessible information conforms with people' demand for information about their roles or just about organizational tasks, and second, *relational communication satisfaction* that expresses the personal satisfaction inherent in successfully communicating to someone or successfully being communicated with [56]. On the other hand, numerous studies [e.g., 26, 57] have noted similar dimensions.

Subsequently, Pincus (1986) through factor analysis found that communication satisfaction could give better understanding when it presented in three dimensions namely informational, relational, and informational/relational. Thus, the CSQ was presented within three factors; informational dimension describes the level of satisfaction with the content and flow of information throughout the organization, including media quality, organizational perspective and organizational integration. Relational dimension is focused on satisfaction with communication relationships with organizational members, including subordinate communication, supervisor communication, and horizontal communication. The third dimension was the informational/relational focuses on a mix between two factors that are personal feedback and communication climate.

Similar number of factors but; in different approach, was suggested by some other studies [e.g., 58] that presented three dimensions of communication satisfaction namely individual, group, and organizational level. This suggestion was further proved in a recent study [e.g., 37]. In another development, CSQ has been investigated as eleven-dimension instrument at two levels; four dimensions were for top management level, and seven at employees' level. Thus, the study concluded that presenting CSQ in two dimensions had given better understanding [30]. Some other research concerned six dimensions of the original CSQ [e.g., 59]. Concluding from the previous studies, it seems that the dimensionality of CSQ depends on; how communication satisfaction is goon be presented and, the variables that will be investigated beside. Further, it might be depended on the level of investigation (supervisory or subordinator). The present study attempted to follow suggestion by authors [e.g., 56] that the dimensionality of communication satisfaction could provide better understanding when it divided to informational and relational communication. Further, three-dimension method will be concerned as well.

III. METHODOLOGY

Research Site

Palestinian respondents came from two largest public organizations; ministry of education, and ministry of health.

Their services expand to reach each family if not each citizen. Indeed, taking care of citizens' health and providing educational services are two main fields that never would be stopped even during crises. Palestine is the focus of the Arab-Israeli conflict, which is one of the most contentious issues on the regional and international level. To make space to investigate the leadership behavior of the leaders and communication satisfaction of the employees in the Palestinian institutions could boost awareness of researchers and interested to learn about the characteristics of these institutions. It further may guide to overcome their weaknesses. Thus, examining such tools will facilitate the task of researcher.

Accordingly, such instruments might reflect to which extent the investigated constructs are important for; public organizations and unstable communities. The present study believes that studies emerged from Palestinian community can provide in interesting model for similar cases. Due to the significant security reasons associated with the conduct of social science research in Palestine, very little recent work has been undertaken in Palestine. This issue is exacerbated exponentially when topics of "leadership and communication in governmental sector" are introduced. Despite that, the present study sought, as best it could, to maintain methodological accuracy, consistency, and data reliability throughout the study attempting to shed new spectrum of knowledge upon the Palestinian organizations.

Sample

A survey of 360 questionnaires was administrated over two-month period from April to May 2011. Most of the data (278 questionnaires) were gathered from the ministry of health and the rest (82 questionnaires) from ministry of education. Since no significant differences were found between the organizations, the data was combined into one complete sample. Though large ($n = 342$), the convenience sample was obtained through random sample method.

Instruments

Multifactor Leadership Questionnaire (MLQ). The MLQ 5X-Short [1], is widely used for measuring leadership styles (transformational, transactional and laissez-faire). Further, it was utilized in several empirical researches, particularly those concerned with the relationship between leadership styles and other factors. This scale consists of 45 items answered by the subordinates using a five-point Likert scale. The scale points are 0= not at all, 1= once in a while, 2 = sometimes, 3 = fairly often and 4= frequently, if not always. The original version of this scale consists of three parts; the first part describes the information of the respondents; the second part measures the three styles of leadership; the third part measured leadership outcomes. For the purposes of the preset study, the focus is on the second part that reflects three styles of leadership. Transformational leadership scale consists of 20 items grouped in 5 subscales (Intellectual Stimulation, Behavioural Idealized Influence, Attributed Idealized Influence, Inspirational Motivation and Individual consideration). Transactional leadership scale consists of 12 items, categorized in 3 subscales (Contingent Reward, Passive Management-by-exception, and Active Management-by-exception); Laissez-faire leadership is one scale. Every subscale consists of 4 items. Sample items of

MLQ-5X Short, the person I am rating ...; "Provides me with assistance in exchange for my effort", "Re-examines critical assumptions to question whether they are appropriate", "Fails to interfere until problems become serious", and "Is absent when I need."

In the review of the literature, MLQ 5X-Short was found to be of a highly reliable scale. The reliability of MLQ 5X-Short in different studies were demonstrated even when it was translated into other languages. For instance, the reliabilities of transformational and transactional scales were (0.96) and (0.89) respectively [60] where, the study matched 192 subordinates and 155 supervisors from manpower service agency in the Southern United States. Some other research [e. g., 22] noted that transformational and transactional had consequently (0.95) and (0.83) reliabilities, where the study was applied on a sample consisting of 201 employees of a public security organization in Israel. Finally, a recent applied study on a sample of 102 employees in a Mexican public hospital, found that reliabilities were; (0.98) for transformational style, (0.89) for transactional, and (0.71) for laissez-faire [e. g., 61].

Communication Satisfaction Questionnaire (CSQ). The original CSQ consists of eight dimensions (mentioned previously), and every dimension has 5 items. The CSQ has been widely applied in several studies. The first application of this scale was by Downs and Hazen [2] where they attempted to determine the relationship between communication satisfaction and job satisfaction. The scale was administrated to 225 employees in different organizations. They found that 83 items from 88 made significant contributions. Further they reviewed the questionnaire to 40 items, categorized in eight factors. The CSQ scale had seven-point Likert scale, ranging from 1 (strongly dissatisfied) to 7 (strongly satisfied). It applied CSQ on 510 respondents from supervisory and professional levels in four different organizations. Some other studies also applied the same scale. Indeed, scholars have come up with several tools of measurements for communication practices in organization. Four instruments of organizational communication were examined including CSQ by authors [e. g., 62] who concluded that there is no instrument better than the other.

In the present study, CSQ was found the most appropriate while it widely used for similar studies. This instrument has been found to be internally consistent [63], and reliable across organizations [62]. Additionally this scale fit with the purpose of the present study. On the other hand, authors [e. g., 56, 64] have recommended that CSQ still need to be investigated to provide better understanding of the antecedents and consequences of employees' communication satisfaction. In support to above, sample items of CSQ scale are; "Extent to which my supervisor understand the problems faced by staff", "Extent to which I receive in time the information needed to do my job", and "Extent to which my supervisor trusts me."

The original CSQ has registered high reliability. For instance, a sample of 90 respondents (68 in virtual and 22 in traditional offices in Turkey) was examined, where the reliability was found to be (0.94) and the scale was translated from English into Turkish [65]. The scale was also applied on 632 employees in Taiwan Sugar Corporation [24]. Further, authors [e. g., 58] applied the CSQ on a sample which consisted of 192 full-time

employee in non-profit organization, with the reliabilities ranging from (0.80) to (0.90).

IV. DATA ANALYSIS

In the present study, data were analyzed according to procedures provided by Statistical Package for Social Sciences (SPSS) software version 0.19 for Windows.

Respondents Profile

In term of demographics, majority of respondents were male (67.5) within an age below 39 years (70.7%). The respondents were mostly married (84.2%), and their educational level is high; (57.9%) of the sample held bachelor degree, while (12.6%) held postgraduate diplomas. In term of major, respondents were specialized in different fields; (23.4%) management; (16.4%) Arts, (15.2%) Technical, (13.5%) Humanities, (11.1%) Science, (8.8%) medicine, and (5.8%) were engineers and as same as other majors. It seems that the sample was comprehensive and represents a wide slide of variance majors.

Goodness of the scale

Goodness of measures is a prior procedure that should be proceeds for testing the utilized measurements before acting data analysis [66]. To ensure goodness of measures, factor analysis and reliability were applied for each scale separately. The next subsections show factor analysis for each scale and reliability for each scale and sub-scale.

Factor Analysis

It “defines the correlation between the variable and factor as including all of the overlap between variables and the factor in addition to the overlap with the other variables” [67]. Thus, factor analysis is to determine the basic structure among the variables in the analysis [68]. For this reason, in the present study, factor analysis was applied to yield factors that form the dimensions for each measure. To design factor analysis, the variable should include at least five items; sample must have more observation than variables, minimum sample sized should be 50 observations, and sample should include 10 observations per variable [68]. There are some conditions of factor analysis that should be realized [68]; first, if the number of respondents exceed 100, the considered factor loading should be in range of ± 0.30 to ± 0.40 to realized the minimum level for interpretation of structure. While, if the loading is ± 0.50 or greater is considered significant, and is considered indicative of well-defined when the loading is above ± 0.70 . Second, sample sized should be adequate by both Kaiser-Meyer-Olkin (KMO) test and Bartlett’s test of Sphericity. In the present study, the weight of 0.35 was utilized as the minimum cut off based on sample size as it was indicated by researchers [e. g., 68]. Thus, items that are cross-load were deleted.

a. Factor Analysis of MLQ.

The 36 items of MLQ are grouped into 3 sub-scales, and each sub-scale describes a behavior of leadership (transformational, transactional, and laissez-faire). Based on statistical results in Anti Image items which were less than 0.5 were deleted, and for Communalities, items that were less than

0.35 were deleted [68]. Thus, 5 items were deleted; 4 items from transformational style subscale, and 1 item from the subscale of laissez-faire style. In Table I, the first factor of measurements represents transformational style, was with 20 items. After processing of factor analysis, 4 items was deleted. The second factor describes transactional style with 12 items. After factor analysis, the items were reduced to 8 items where, 4 items were shifted to laissez-faire style, and no items were deleted.

Table I Result of Leadership Styles Factor Analysis

Factors of Leadership	Components		
	1	2	3
Transformational			
Q. 1	.928	.174	-.068
Q. 2	.928	.158	-.083
Q. 3	.921	.151	-.048
Q. 4	.922	.145	-.072
Q. 5	.838	.078	-.078
Q. 6	.900	.125	-.039
Q. 7	.667	.174	-.006
Q. 8	.823	.151	-.034
Q. 9	.792	.176	-.125
Q. 10	.839	.069	-.017
Q. 11	.836	.123	-.070
Q. 12	.721	.197	-.056
Q. 13	.895	.141	-.067
Q. 14	.934	.135	-.059
Q. 15	.930	.132	-.074
Q. 16	.930	.131	-.064
Transactional			
Q. 1	.139	.841	-.081
Q. 2	.203	.843	-.001
Q. 3	.199	.870	-.060
Q. 4	.166	.914	-.043
Q. 5	.204	.842	-.002
Q. 6	.169	.731	.003
Q. 7	.065	.782	-.044
Q. 8	.164	.917	-.017
Laissez-Faire			
Q. 1	-.123	-.093	.651
Q. 2	.032	-.021	.688
Q. 3	.044	.131	.630
Q. 4	-.023	-.013	.772
Q. 5	-.122	-.101	.854
Q. 6	-.168	-.081	.882
Q. 7	-.142	-.051	.878
Eigen-Value	12.321	6.089	4.252
Variance Explained	39.746	19.642	13.436
Cronbach’s Alfa	0.980	0.949	0.886
Total Variance Explained	73.104		
KMO	0.928		
Bartlett’s Test	13748.910		

It further shows the routed communalities for each item. The principal component analysis, varimax rotation with 3 factors and with Eigenvalues greater than 1.0 was also considered. The results show that the three factors have explained 73.104% of the total variance. The KMO was high, it registered 0.928, and the Bartlett’s Test of Sphericity was significant.

b. Factor Analysis of CSQ.

The conducted factor analysis for communication satisfaction indicated three factors solution with Eigenvalues greater than 1.0 and total variance explained 67.502% of the total variance. The results show also that KMO measure of sampling

adequacy was 0.927 which is consider as sufficient inter-correlations while the Bartlett's Test of Sphericity was significant where (Chi Square = 10281.599). The results showed that 10 items of the 40 items should be deleted because of low communality and/or cross-loading comparing with other items. Factor 1 present relational dimension and consisted of 15 items. After processing factor analysis, one item was deleted; the factor became with 14 items. Factor 2 represents informational dimension and consisted of 15 items. After processing factor analysis, 6 items were deleted. Thus, this factor became with 9 items. Finally, factor 3 represents informational/relational dimension and was consisted of 10 items. After processing factor analysis 3 items were deleted. Table II illustrates the details of the three factors. Indeed, the results of factor analysis showing in Table II are for the third run of factor analysis.

Table II Result of the Communication Satisfaction Factor Analysis

Factors of Communication Satisfaction	Components		
	1	2	3
Relational			
Q. 1	.797	.154	.306
Q. 2	.828	.073	.145
Q. 3	.733	.227	.326
Q. 4	.794	.224	.059
Q. 5	.775	.098	.278
Q. 6	.784	.148	.297
Q. 7	.807	.252	.171
Q. 8	.764	.186	.191
Q. 9	.745	.185	.278
Q. 10	.752	.135	.332
Q. 11	.833	.155	.052
Q. 12	.761	.227	.269
Q. 13	.805	.165	.110
Q. 14	.810	.165	.169
Informational			
Q. 1	.259	.825	.138
Q. 2	.233	.895	.013
Q. 3	.220	.872	.133
Q. 4	.177	.655	.311
Q. 5	.273	.759	.315
Q. 6	.105	.840	.272
Q. 7	.264	.778	.255
Q. 8	.069	.797	.244
Q. 9	.112	.783	.204
Informational/relational			
Q. 1	.174	.184	.617
Q. 2	.246	.218	.671
Q. 3	.236	.187	.705
Q. 4	.157	.239	.627
Q. 5	.217	.208	.691
Q. 6	.206	.124	.662
Q. 7	.261	.226	.714
Eigen-Value	9.338	6.534	4.379
Variance Explained	31.127	21.780	14.595
Reliability	0.966	0.952	0.859
Total Variance Explained	67.502		
KMO	0.927		
Bartlett's Test	10281.599		

Reliability Analysis

Reliability is the second criteria that ensure goodness of measures that refers to the facts that an instrument should consistently reflect the construct it is measuring across different situations [69]. It further reflects to which extent a variable or

group of variables is consistent in what it is intended to measure [68]. However, it was suggested that Cronbach's alpha coefficient should be above 0.60 for reliability to consider the scale as consistent scale; the high value reflects the high consistency [70]. The higher Cronbach's alpha coefficient is (close to 1) and responds to higher internal constancy.

Table III Reliability Coefficient and Descriptive Analysis

Variable	Mean	Std. Deviation	Number of Items	Items Dropped	Cronbach's Alpha
Leadership Style	-	-	36	5	0.92
1) Transformational	3.73	0.830	20	4	0.98
2) Transactional	3.39	0.691	8	-	0.94
3) Laissez-Faire	2.36	0.734	8	1	0.88
Com. Satisfaction	-	-	40	10	0.95
1) Relational	3.55	0.590	15	6	0.95
2) Informational	3.38	0.630	15	1	0.96
3) Info-relational	3.93	0.456	10	3	0.85

Table III presents the results. The results of reliability analysis show high value of Cronbach's alpha coefficient for all scales and subscales; this means that all scales have high consistency.

V. CONCLUSION AND FURTHER RESEARCH

The essential aim in the present research note is to test goodness of two important scales that determine important factors of individuals' behaviors and attitude among public organizations. Giving the uniqueness of such community, factor analysis and reliability of the scales were tested in a "turbulence" region, the Palestine. In particular, both scales were applied and tested in Gaza Strip, notwithstanding the difficulty of conducting such research in public organizations. Beyond the findings of the present study, the scales seem to be investigable among public organizations generally and in unstable communities in particular.

Through factor analysis, three dimensions were emerged to express leadership styles, as well as, communication satisfaction. For leadership styles, 5 items out of 36 items were deleted due to low communalities. The emerged dimensions were three styles of leadership namely transformational (16 items), transactional (8 items), and laissez-faire (7 items). Then, the scale's Cronbach's alpha was high and ranged between 0.88 and 0.98 while, it was 0.92 for the whole scale. In CSQ, 10 items out of 40 were deleted due to factor analysis resulting three dimensions. The dimensions were informational (9 items), relational (14 items), and informational/relational (7 items). The three dimensions showed certain aspects of communication satisfaction that could be investigated in future studies. The reliability therefore, has registered high value of Cronbach's alpha ranged between 0.85 and 0.96 while, it was 0.95 for the scale at all. The new dimensions for both scales were argued previously in the present study and supported by analytical tests.

Indeed, the results of the present research note have important strategy implications that go beyond the Palestinian community for public sector organizations generally and unstable communities in particular. Understanding the factors that influence employee's attitude and behaviors is utmost importance to ensure organizational success of the governmental

sector that depends on human capital. Such knowledge of individuals' attitude and behaviors is sometimes hard to come by, especially when the situation of workplace is unstable, more specifically when the country or community is against a certain hostile entity. The reliability of the scales was the second factor representing the extent to which the applied instrument could reflect the reality of respondents' perceptions. In other words, it is to assure that the instrument is quite enough to express the observation that it measures. Hence, the high value of Cronbach's alpha reflects the high reliability of the scale; this means that scales are utilizable.

Insight the uniqueness of investigated organizations, both leadership and communication satisfaction are two important factors to ensure organizational success. For instance, organizations need a wise effective leader to minimize failure, stand against risks, and managing crises efficiently. Employees on the other hand are in need to be fully informed to know the way through which their tasks would be accomplished. Not only by sufficient information, but also, through smoothly and healthy relations. Such factors reflect positive attitude such as satisfaction. Even it is outside the focus of the present study, scant attention has been given to clarify the association and/or integration between the investigated constructs. The organizations of today; function within rapid changes and, facing challenges at political and; organizational levels, and thus, passive reactions dealing with such circumstances undoubtedly; results failure and, limits leader's role.

Accordingly, leadership style, on one hand is very important to influence employees communicating a common goal, or set of goals that harmonize their ambitions and needs. To support the role of leadership, the importance of satisfactory communication takes place. No doubts that, an effective leader aims to realize objectives successfully; hence, the role of communication satisfaction is necessary. Communication satisfaction on the other hand, is the medium through which followers of a leader need to be sufficiently informed about; their duties, organization, and strategies. Further, employees as a human capital should be considered and kept in socialization through relational communication. Thus, the integration between these two constructs should be investigated in further research and; across cultures and industries.

Indeed, the routine and bureaucracy are key reasons of researchers' refusal to investigate public organizations where, the flow of transactions seems to be highly standardized. Hence, the extent to which each construct could contribute to minimize undesirable effect is a field that worth to be investigated.

The community of Palestine – at political level – still suffering from separatism between the two influential parties where, the two areas that represent Palestine “West Bank and Gaza Strip” are unattached geographically; and each is controlled by separate government, and thus data collection was limited to Gaza Strip. On the other hand, data collection from both of these areas was impossible, and thus, the present study was limited to Gaza Strip. The present study hopefully expects that the investigated instruments would be useful supporting governmental organizations in case of forming a unitary government, it also call researchers to apply similar studies in the West Bank.

Even in Gaza Strip, data collection was not an easy task; it required pledge and assurance from the researcher not to use data for any purpose except scientific research. Permission was given to the researchers after revising the content of the instruments. Indeed, the investigated organizations expressed concern of data leakage to external hostile entities. Even though, data collection was managed smoothly after certain official procedures and the rate of returned questionnaires was very high. Such issues should be considered when future researches apply the scales within unstable communities and/or public sector organizations.

To conclude, testing MLQ and CSQ among public organizations might diagnoses certain weakness, and thus, it would be useful for officials when they drawing up an alternative scenario of planning to identify obliviously the investigated constructs.

Finally, the effect of critical transformation of today within Arab countries limits and constrains the value of existing theories and constructs. The value of findings from the present study based upon Palestinian respondents adds to the richness of good government approach by shedding some light on this heretofore inaccessible sector. For the most part, even the public sector seems to be inaccessible easily but, it is not a red line in front of researchers' insistence toward knowledge-creation.

REFERENCES

- [1] B. M. Bass and B. J. Avolio, *The Multifactor Leadership Questionnaire for Research*. Palo Alto, CA: Mind Garden, 1995.
- [2] C. W. Downs. and M. D. Hazen, "A Factor Analytic Study of Communication Satisfaction," *Journal of Business Communication*, vol. 14, pp. 63-74, 1977.
- [3] B. M. Bass, *Leadership and Performance beyond Expectations*. New York: Free Press, 1985.
- [4] A. J. DuBrin, et al., *Leadership*, 2 ed. Australia: John Wiley & Sons Ltd, 2006.
- [5] R. N. Lussier and C. F. Achua, *Leadership: Theory, Application, Skill development*, 2 ed. South-Western: Thomson, 2004.
- [6] S. Robbins, *Organizational Behavior: Concepts, Controversies, and Applications*. NJ: Prentice Hall, 1998.
- [7] J. M. Burns, *Leadership*. New York: Harper & Row, 1978.
- [8] G. Yukl, "Managerial Leadership: A Review of Theory and Research," *Journal of Management*, vol. 15, pp. 251-289, 1989.
- [9] B. M. Bass, Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications, 3 ed. New York: Free Press, 1990.
- [10] S. Xirasagar, et al., "Physician Leadership Styles and Effectiveness: An Empirical Study," *Medical Care Research and Review*, vol. 62, pp. 720-740, 2005.
- [11] A. Q. Chaudhry and H. Javed, "Impact of Transactional and Laissez Faire Leadership Style on Motivation," *International Journal of Business and Social Science*, vol. 3, pp. 258-264, 2012.
- [12] H. A. As-Sadeq and G. C. Khoury, "Leadership Styles in the Palestinian Large-Scale Industrial Enterprises," *Journal of Management Development*, vol. 25, pp. 832-849, 2006.
- [13] M. M. Khan, et al., "Transformational, Transactional, and Laissez-Faire Styles of Teaching Faculty as Predictors of Satisfaction, and Extra Effort among the Students: Evidence from Higher Education Institutions," *Interdisciplinary Journal of Research in Business*, vol. 1, pp. 130-135, 2011.
- [14] S. A. Moss and D. A. Ritossa, "The Impact of Goal Orientation on the Association between Leadership Style and Follower Performance, Creativity and Work Attitudes," *Leadership*, vol. 3, pp. 433-456, 2007.
- [15] A. L. J. Geyer and J. M. Steyrer, "Transformational Leadership and Objective Performance in Banks," *Journal of Applied Psychology*, vol. 47, pp. 397-420, 1998.

- [16] J. Casida and J. Parker, "Staff Nurse Perceptions of Nurse Manager Leadership Styles and Outcomes," *Journal of Nursing Management*, vol. 19, pp. 478-486, 2011.
- [17] D. T. Firestone, "A Study of Leadership Behaviors among Chairpersons in Allied Health Programs," *Journal of Allied Health*, vol. 39, pp. 34-42, 2010.
- [18] J. Rowold and W. Schlotz, "Transformational and Transactional Leadership and Followers' Chronic Stress," *Leadership Review*, vol. 9, pp. 35-48, 2009.
- [19] N. Muenjohn, "Expatriates' Leadership Behaviours and Local Subordinates' Extra Effort, Satisfaction, and Effectiveness," *The Business Review*, vol. 13, pp. 261-266, 2009.
- [20] K. Limsila and S. O. Ogunlana, "Performance and Leadership Outcome Correlates of Leadership Styles and Subordinate Commitment," *Engineering, Construction and Architectural Management*, vol. 15, pp. 164-184, 2008.
- [21] R. Awamleh, et al., "A Test of Transformational and Transactional Leadership Styles on Employees' Satisfaction and Performance in the UAE Banking Sector," *Journal of Comparative International Management*, vol. 8, pp. 3-19, 2005.
- [22] E. Vigoda-Gadot, "Leadership Style, Organizational Politics, and Employees' Performance: An Empirical Examination of Two Competing Models," *Personnel Review*, vol. 36, pp. 661-683, 2007.
- [23] P. G. Clampitt and C. W. Downs., "Title," unpublished.
- [24] Lee and K. T. Lin, "A research on the Relationships among Superior's Leadership Style, Employees' Communication Satisfaction and Leadership Effectiveness: A Case Study of the Taiwan Sugar Corporation," *Chinese Management Review*, vol. 2, pp. 1-19, 1999.
- [25] P. G. Clampitt and C. W. Downs., "Downs-Hazen Communication Satisfaction Questionnaire," in *Assessing Organizational Communication: Strategic and Communication Audits*, C. W. Downs and A. D. Adrian, Eds., ed London: Guilford Press, 2004, pp. 139-157.
- [26] J. D. Pincus, "Communication Satisfaction, Job Satisfaction, and Job Performance," *Human Communication Research*, vol. 12, pp. 395-419, 1986.
- [27] P. G. Clampitt and D. Girard, "Communication Satisfaction: A Useful Construct?," *The New Jersey Journal of Communication* vol. 1, pp. 84-102, 1993.
- [28] T. P. Loughman, et al., "The Effects of Physicians' Communication Satisfaction and their Perceptions of Empowerment on their Likelihood to Recommend a Hospital to their Peers: A Mixed Method Study," *Management Research News*, vol. 32, pp. 354-370, 2009.
- [29] J. W. Neuliep and E. L. Grohskopf, "Uncertainty Reduction and Communication Satisfaction during Initial Interaction: An Initial Test and Replication of a New Axiom," *Communication Reports*, vol. 13, pp. 67-77, 2000.
- [30] F. Varona, "Relationship between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations," *Journal of Business Communication*, vol. 33, pp. 111-140, 1996.
- [31] H. S. Park. and A. N. W. Raile, "Perspective Taking and Communication Satisfaction in Coworkers Dyads," *Journal of Business and Psychology*, vol. 25, pp. 569-581, 2010.
- [32] N. S. A. E. Kandlousi and N. K. Seong, "Retention of Generation Y's Insurance Agent: Mediating Role of Communication Satisfaction and Empirical Study," *Global Journal of Management and Business Research*, vol. 11, pp. 18-29, 2011.
- [33] M. M. Al-Nashmi and H. S. A. R. H. S. Zin, "Variation in Communication Satisfaction of Academic Staff in Universities in Yemen Depending on National Culture," *Cross Cultural Management: An International Journal*, vol. 18, pp. 87-104, 2011.
- [34] I. Bakanauskiene, et al., "Empirical Evidence on Employees' Communication Satisfaction and Job Satisfaction: Lithuania's University Case," *Organizacijø Vadyba: Sisteminiai Tyrimai (in English: Management of Organizations: Systematic Research)*, vol. 54, 2010.
- [35] J. Carriere and C. Bourque, "The Effects of Organizational Communication on Job Satisfaction and Organizational Commitment in a Land Ambulance Service and the Mediating Role of Communication Satisfaction," *Career Development International*, vol. 14, pp. 29-49, 2009.
- [36] S.-M. Pi, et al., "The Influence of Instant Messaging Usage Behavior on Organizational Communication Satisfaction," in *41st Hawaii International Conference on System Sciences*, Hawaii, 2008, pp. 1-9.
- [37] N. S. A. E. Kandlousi, et al., "Organizational Citizenship Behavior in Concern of Communication Satisfaction: The Role of Formal and Informal Communication," *International Journal of Business and Management*, vol. 5, pp. 51-61, 2010.
- [38] M.-T. Tsai, et al., "An Integrated Process Model of Communication Satisfaction and Organizational Outcomes," *Social Behavior and Personality*, vol. 37, pp. 825-834, 2009.
- [39] A. Smidts, et al., "The Impact of Employee Communication and Perceived External Prestige on Organizational Identification," *Academy of Management Journal*, vol. 49, pp. 1051-1062, 2001.
- [40] C. B. Taylor, "Communication Satisfaction: Its Role in Church Membership Satisfaction and Involvement among Southern Baptist Churches," *Southern Communication Journal*, vol. 62, pp. 293-304, 1997.
- [41] J. D. Pettit, et al., "An Examination of Organizational Communication as a Moderator of the Relationship between Job Performance and Job Satisfaction," *Journal of Business Communication*, vol. 34, pp. 81-98, 1997.
- [42] J. J. Trombetta and D. P. Rogers, "Communication Climate, Job Satisfaction, and Organizational Commitment: The Effects of Information Adequacy, Communication Openness, and Decision Participation," *Management Communication Quarterly*, vol. 1, pp. 494-514, 1988.
- [43] J. B. Walther, "Communication Satisfaction in the Bank: An Audit Evaluation," *Journal of Business Communication*, vol. 25, pp. 79-86, 1988.
- [44] M. Walker, et al., "Outsourced Marketing: It's the Communication that Matters," *Management Decision*, vol. 47, pp. 895-918, 2009.
- [45] P. G. Clampitt and C. W. Downs., "Employee Perceptions of the Relationship Between Communication and Productivity: A Field Study," *Journal of Business Communication*, vol. 30, pp. 5-28, 1993.
- [46] O. Hunt, et al., "The Communication Experiences of Education Managers: Identifying Strengths, Weaknesses and Critical Incidents," *The International Journal of Educational Management*, vol. 14, pp. 120-129, 2000.
- [47] K. B. Lowe, et al., "Effectiveness Correlates of Transformational and Transactional Leadership: A Meta-Analytic Review of the MLQ Literature," *The Leadership Quarterly*, vol. 7, pp. 385-425, 1996.
- [48] J. Rowold and A. Rohmann, "Experience and Effectiveness in the Voluntary Sector Relationships Between Leadership Styles and Followers' Emotional," *Nonprofit and Voluntary Sector Quarterly*, vol. 38, pp. 270-286, 2009.
- [49] K. Limsila and S. O. Ogunlana, "Linking Personal Competencies with Transformational Leadership Style Evidence from the Construction Industry in Thailand," *Journal of Construction in Developing Countries*, vol. 13, pp. 27-50, 2008.
- [50] D. N. D. Hartog, et al., "Transactional versus Transformational Leadership: An Analysis of the MLQ," *Journal of Occupational and Organizational Psychology*, vol. 70, pp. 19-34, 1997.
- [51] B. J. Avolio, et al., "Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire," *Journal of Occupational and Organizational Psychology*, vol. 72, pp. 441-462, 1999.
- [52] F. O. Walumbwa, et al., "The Role of Collective Efficacy in the Relations between Transformational Leadership and Work Outcomes," *Journal of Occupational and Organizational Psychology*, vol. 77, pp. 515-530, 2004.
- [53] F. O. Walumbwa, et al., "Gender and instructional Outcomes: The Mediating Role of Leadership Style," *Journal of Management Development*, vol. 23, pp. 124-140, 2004.
- [54] S. Boerner, et al., "Follower Behavior and Organizational Performance: The Impact of Transformational Leaders," *Journal of Leadership and Organizational Studies*, vol. 13, pp. 15-26, 2007.
- [55] T. M. Downs, "Predictors of Communication Satisfaction During Performance Appraisal Interviews," *Management Communication Quarterly*, vol. 3, pp. 334-354, 1990.
- [56] J. Gray and H. Laidlaw, "Improving the Measurement of Communication Satisfaction," *Management Communication Quarterly*, vol. 17, pp. 425-448, 2004.
- [57] J. M. Putti, et al., "Communication Relationship Satisfaction and Organizational Commitment," *Group & Organization Studies*, vol. 15, pp. 44-52, 1990.
- [58] B. H. Mueller and J. Lee, "Leader-Member Exchange and Organizational Communication Satisfaction in Multiple Contexts," *The Journal of Business Communication*, vol. 39, pp. 220-244, 2002.

- [59] P. G. Clampitt and D. M. Girard, "Time for Reflection: A Factor Analytic Study of the Communication Satisfaction Instrument," *Paper presented to the International Communication Association, Montreal*, 1987.
- [60] R. Pillai, *et al.*, "Fairness Perceptions and Trust as Mediators for Transformational and Transactional Leadership: A Two-Sample Study " *Journal of Management*, vol. 25, pp. 897-933, 1999.
- [61] B. García-Rivera and I. Mendoza-Martínez, "The Impact Of Transformational Leadership In Burnout Of Nurses And Doctors In A Public Hospital Of Mexico," presented at the Clute Institute International Conference, Rome, Italy, 2012.
- [62] H. H. Greenbaum, *et al.*, "Organizational Communication: An Examination of Four Instruments," *Management Communication Quarterly*, vol. 2, pp. 245-282, 1988.
- [63] M. D. Crino and M. C. White, "Satisfaction in Communication: An Examination of the Downs-Hazen Measure," *Psychological Reports*, vol. 49, pp. 831-838, 1981.
- [64] K. Zwijze-Koning and M. d. Jong, "Evaluating the Communication Satisfaction Questionnaire as a Communication Audit Tool," *Management Communication Quarterly*, vol. 20, pp. 261-282, 2007.
- [65] A. D. Akkirman, *et al.*, "Organizational Communication Satisfaction in the Virtual Workplace," *Journal of Management Development*, vol. 24, pp. 397-409, 2005.
- [66] J. C. Nunnally and I. H. Bernstein., *Psychometric Theory*, 3 ed. New York: McGraw-Hill, 1994.
- [67] R. L. Gorsuch. (1983). *Factor Analysis (2nd ed.)*. 2011. Available:http://books.google.com/books?id=GkvbHohpefMC&printsec=frontcover&dq=factor+analysis&hl=en&ei=DcUqTsOPJcnjrAe22qWyDQ&sa=X&oi=book_resu&ct=result&resnum=1&ved=0CCsQ6AEwAA#v=snippet&q=%22factor%20analysis%22&f=false
- [68] J. F. Hair, *et al.*, *Multivariate Data Analysis: A Global Perspective*, 7 ed. NJ: Prentice Hall, 2010.
- [69] A. Field, *Discovering Statistics Using SPSS*, 3 ed. London: SAGE, 2009.
- [70] U. Sekaran and R. Bougie, *Research Methods for Business: A Skill-Building Approach*, 5 ed. London: John Wiley & Sons, 2009.

AUTHORS

First Author – Alaedin Khalil Alsayed, PhD, School of Management – USM, Labor Director of Gaza – Palestine, alaedina@hotmail.com

Second Author – Mohammad Hossein Motaghi, PhD, Graduate School of Business – USM, motahgi@usm.my

Third Author – Intan Binti Osman, DBA, Woman's Development Research Center (KANITA) – USM, intan@usm.my

Correspondence Author – Alaedin Khalil Alsayed, email: alaedina@hotmail.com, akias.ed08@student.usm.my, + (60) 174760064, + (06) 1756033