

Studying the Impact of Leadership Styles on Employee's Satisfaction and Organizational Commitment in Egyptian Telecommunication Companies

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ABSTRACT

This study aims to examine the relationship between leadership styles and organizational commitment and Employees Satisfaction in the Orange telecommunication companies in Egypt. It also aims to investigate the leadership styles and types of Commitment and employees Satisfaction in these companies. Organizational commitment is the strongest for all employees' positive outcomes. Transformational Leadership aims at directing the organization towards positive individual and organizational outcomes. Transformational Leadership influence organizational performance through satisfying employees' needs, which is argued to generate favorable Leadership styles such as, job satisfaction and organizational commitment. Despite the concern with studying the positive impact of Leadership styles, few studies have explained the reasons behind these outcomes.

The present study aims at exploring the impact of Transformational Leadership on employees' organizational commitment. The study investigates whether job satisfaction mediates the relationship between Transformational Leadership and organizational commitment. The study was conducted at the Orange Telecommunication in Egypt. Questionnaires were used for data collection (N=362). Findings provide evidence that job satisfaction mediates the relationship between Transformational leadership and organizational commitment. Transformational leadership and organizational commitment were found to affect the three types of commitment (affective, continuance, and commitment). Also, the study provides evidence that demographic factors cause differences in employees' perceptions of Transformational Leadership, job satisfaction, and organizational commitment.

KEYWORDS

Leadership Styles, Organizational Culture, Employees Satisfaction, Telecommunication Companies, Orange

1- INTRODUCTION

Nowadays the business world becomes more and more necessary. The organization as an important role also constantly changes with the development of the business world. The most valuable and significant factor to run the organizations effectively and smoothly is human resources (Mosadeghrad, 2003). In this modern era, the success of an organization not only depended on the material interests of the organization, but also depended on the leadership of the employees, organizational commitment, employee's job satisfaction, and hard-working performance. Thus, human resources were considered the most important and the basis of organizational competitiveness. The leader is one of the most significant roles in an organization (Wei Chi et al., 2009). The two kinds of leadership chosen in this study were transformational and transactional leadership. Its aim was to examine the factors that affect leadership in the employee's job satisfaction and performance.

2- RESEARCH BACKGROUND

The most reason of this research is to distinguish the effect of leadership styles of pioneers and the workers 'satisfaction & Organizational Commitment towards the organization in Telecommunication division. Organizational commitment is considered as one of the concepts which have continuously been gone to by numerous analysts and researchers.

3- RESEARCH PROBLEM

The issue of tall worker turnover rate has driven the consideration of both professionals and academicians. From the human asset administration point of view, tall turnover rate demonstrates a negative effect on the organization due to monetary results. When workers take off the organization, arrangement of recruiting, selecting, and preparing preparation must be carry out in getting new workers.

4- RESEARCH OBJECTIVES

- a) To find out the impact of leadership styles on Employees satisfaction & organizational commitment.
- b) To find out the impact of leadership style on employee's affective commitment.
- c) To find out the impact of leadership style on employees' job satisfaction.

5- RESEARCH QUESTIONS

- 1) What is the impact of Transformational Leadership on employees' Job Satisfaction?
- 2) Is There a Relationship between Transformational Leadership & Organizational Commitment?
- 3) Are Demographic Variables affecting the Relationship between Transformational Leadership & Employees' Job Satisfaction?
- 4) Are Demographic Variables affecting the Relationship between Transformational Leadership & Organizational Commitment?

6- RESEARCH DESIGN

The main purpose of this research is to explore the relationship between leadership styles in terms of transformational and transactional (overall and sub-scales scores) and business leaders' demographic profile in terms of age, tenure and highest level of education attained in the context of Egyptian private sector organizations in Egypt. The researcher used the descriptive-correlational type of research in this study. The descriptive method was used in determining the demographic profile of the business leaders and managers in terms age, tenure, and level of education attained, and their prevalent leadership style.

Table 1: Research Variables

Relationship \ Variables	Leadership Styles	Employees Satisfaction	Organizational Commitment
	Independent	Dependent	Dependent

7- RESEARCH HYPOTHESIS

The H1, H2, H3 & H4 Hypothesis associated with this study is:

H1: There is a Positive impact of Transformational leadership on employees' satisfaction.

H2: There is a Positive relationship between Transformational leadership and organizational commitment.

H2a: Transformational Leadership has positive impact on Affective Commitment.

H2b: There is no relationship between Leadership & Continuance Commitment.

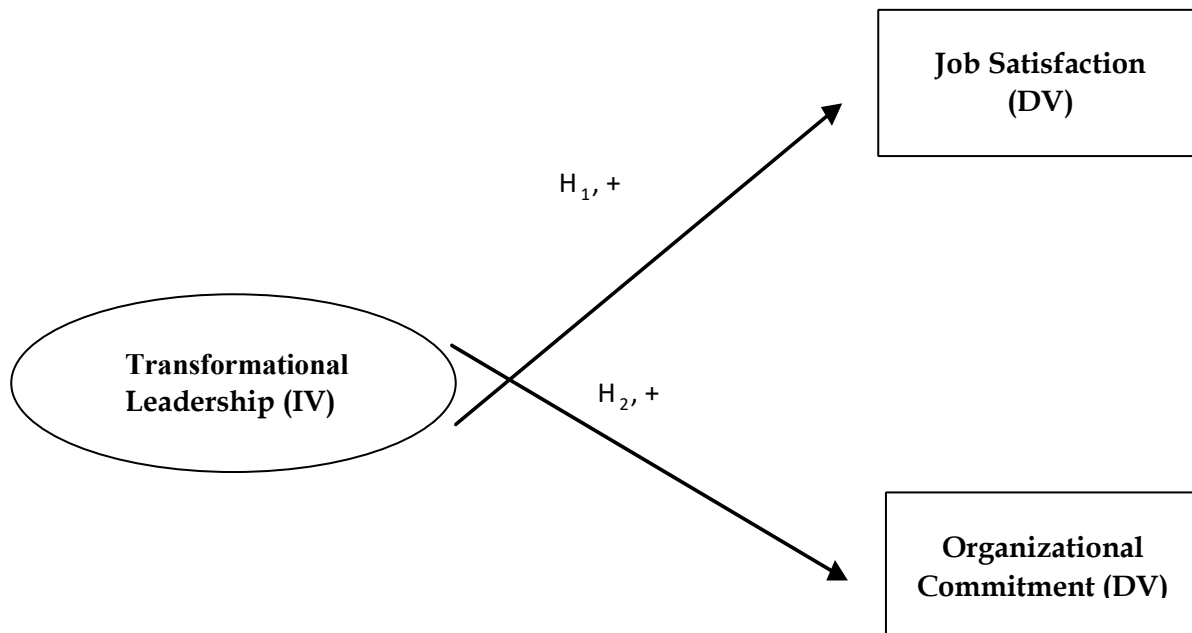
H2c: There is no relationship between Leadership & Normative Commitment.

H3: Demographic Variables affect the relationship between Transformational leadership style and employees' satisfaction.

H4: Demographic Variables affect the relationship between Transformational leadership style and Organizational Commitment.

8- CONCEPTUAL FRAMEWORK

Figure 1: Conceptual Framework



9- RESEARCH IMPORTANCE

In today 's competitive world, unless workers are committed to the organization 's targets and work as a successful worker, something else no organizations can perform at top levels. Workers who come to work loyally each day and do their work autonomously are now not great sufficient. One of the challenges confronted by modern companies is to preserve worker fulfillment and commitment within the current trade environment.

10- LITERATURE REVIEW

In the shape, rise and diversification of the nation's values, attitudes, behaviors, and beliefs, that lead to create what we call Performance that reflects how people will behave in each nation, all of this had managed the business environment and how people (employees, managers, leaders) act and interact with each other inside the work environment (Beach et.al., 2005).

Bauer and Elder (2006) Performance is the most important factor that shapes the organizations' members attitudes, which comes at first from their heritage, values, and beliefs; they bring it to the organization whom they work in and affect the organization and organization members.

Telecommunication sector in Jordan is also the most competitive in the Middle East, which support many media include phone, radio, television, and the Internet. The telecommunication sector in Jordan is growing at a very fast pace, and its infrastructure is updated constantly and broadened.

10.1 Leadership Styles

The pioneer could be a control center of a gather, in that the pioneer endeavors to keep individuals together, intuition or breathes life into the gather, drives the gather towards common objectives and must be beyond any doubt to preserve the group's tone and impulse (Wang, Chou & Jiang, 2005; Vigoda-Gadot, 2007; Yang, 2007). In other words, the leader's obligation is to create, direct, oversee and alter the considerations, sentiments, behavior, attitude, and execution of the individuals. A few commentators (e.g., Day, 2001; Brown & Treviño, 2006; Hannah et al., 2008) confirmed the reality that pioneers proceed working in those parts at the collective delight of the individuals of the gather without which the gather disbands. Hence, the viability of the gather depends on three key components, to be specific; the level of compliance of the supporters, the adaptability of the pioneer to suspend their individual wants, judgment and caution (Avolio & Gardner, 2005; Avolio, Walumbwa & Weber, 2009; Ahlquist & Levi, 2011), and the leadership style(s) that pioneers depict amid their residency. The last-mentioned figure constitutes a critical viewpoint of administration and extant writing recognizes a few administration styles.

10.1.1 Transformational Leadership

Numerous considerations have demonstrated that transformational driving is the foremost favored style by the workers of a structure. Burns (1978) concluded that transformational administration way interfaces the authority of a position to reply to the followers' needs and duties. The leader's visual methodology and perceptual involvement must be communicated to the supporter appropriately.

Transformational leaders contribute more to the organizational objectives comparing those who take after value-based fashion Organizations and their forms are more compelling and productive with transformational leaders (Bernard M Bass & Avolio, 1993b). Since they put more endeavors and work with their subordinates in a way with less control remove and thus by looking at a rousing pioneer subordinates are more persuaded towards hard work (House & Shamir, 1993).

1. Idealized Influence

Transformational leaders act like a part show for subordinates. The workers of such pioneers have solid confidence within the administration, supervision, and preparation of their pioneer. Transformational leaders attempt to communicate the vision to their subordinates in a more clear and important way (Bernard M Bass & Riggio, 2006).

2. Inspirational Motivation

Motivational inspiration is the way in which a pioneer propels the subordinates and motivates them with his activities and behavior towards the achievement of objectives. He communicates the vision clearly to the representatives and propels them to create future figures hopefully (Piccolo & Colquitt, 2006). By doing this, the assurance of representatives goes high, and they feel more sure, centered and decided whereas doing their assignments.

3. Intellectual Stimulation

Intellectual Stimulation could be a procedure that is utilized by transformational leaders in order to motivate employees towards development and inventive consideration. It centers on other ways of solving problems and develops the interface of workers to think about issues and discover other ways to form a positive altar (Bernard M Bass & Riggio, 2006).

4. Individualized Consideration

In this shape the pioneer permits each person to take part and share the thoughts that can advantage the company and individual objectives. This strategy makes a difference the pioneer to distinguish and analyze the commitment and consideration given by each person for the reason of making strides execution (Piccolo & Colquitt, 2006).

10.1.2 Transactional Leadership

Transactional Leadership was displayed in 1947 by Max Weber and afterward on was advance clarified by Bass Bernard in 1981 (Bernard M Bass & Stogdill, 1990). Transactional Leadership is based on the common rules of Arranging, controlling, and organizing in an organizational administration process.

The transactional leaders are more definitive and inflexible in rules. In this sort of authority, things are more efficient and straight to the method. When this fashion is taken after in an organization at that point workers need to tune in to the orders of their leaders (Kuhnert & Lewis, 1987).

10.2 Employee Satisfaction

Job satisfaction may be a point that is of interest for both the analysts and the individuals who work in organizations. This theme has been related to a few organizational perspectives of leadership, execution, and state of mind, ethical, etcetera. Numerous analysts have endeavored to classify the different components of job satisfaction and think about what results these components have in worker performance and commitment to an organization.

It is useful to highlight the important aspects of job satisfaction. The important dimensions to Job satisfaction are:

- Job satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen.
- Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction with one's job means increased commitment to the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance.
- The terms of job satisfaction and job attitudes are typically used interchangeably.

Managers need to pay attention to job satisfaction constantly. Some of the few definitions of job satisfaction:

- Job satisfaction is defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."
- Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work.
- Job satisfaction will be defined as the overall positive effect (or feeling) that individuals have towards their jobs.

10.2.1 Leadership Styles & Job Satisfaction

Leadership without a doubt has the major part within the result of any project. Both the distinguished behaviors have variable results under diverse circumstances. Under certain circumstances, transactional style of administration lead to an effective working of the organizations even in spite of the fact that it doesn't deliver the supporters as much freedom as transformational authority does (Boseman, 2008) but it does deliver the supporter a sense of character and job fulfillment while in other cases, transformational style of administration has been found to work superior for the supporters and the organization.

10.3 Organizational Commitment

Organizational commitment or employee loyalty is the degree to which an employee identifies with the organization and wants to continue actively participating in it. It is a measure of the employee's willingness to remain with a firm in the future. It reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment and intentions to continue working here. Commitment is usually stronger among longer term employees. Organizationally committed employees will usually have good attendance records; demonstrate a willing abstinence to company policies, and lower turnover rates. A comprehensive approach to OB suggests that a manager should consider ways in which the work environment can help produce all three key employee attitudes: job satisfaction, job involvement, and organizational commitment. Higher job involvement tends to higher levels of dedication and productivity in workers. High performance and equitable rewards encourage high satisfaction through a performance-satisfaction-effort loop. Higher job satisfaction usually is associated with lower turnover and fewer absences. Committed employees are also more likely to embrace company values and their culture.

Affective Commitment

Workers with a sound affective commitment proceed with the four particular groups recognized concerning affective commitment:

- 1) Personal characteristics
- 2) Job characteristics
- 3) Work experience
- 4) Structural characteristics

Employees with high levels of affective commitment to their organization are expected to overcome their turnover eagerly and to remain with the organization as they know usually profitable to their organization (Vandenberghe, 2014).

Continuance Commitment

According to Becker (1960), continuation commitment may be a propensity to engage in consistent lines of action based on the individual's recognition of the 'costs' associated with discontinuing the activity.

The concept of continuation commitment is gotten from the recognition of the costs related to taking off, and the recognition of a need for work choices. Employees who have continuation commitment continue with the organization since they got to do so.

Normative Commitment

Normative commitment is characterized as the totality of internalized regulating requests to perform in a way which meets organizational objectives and interface (Wiener, 1982). Normative commitment relates to an employee's commitment based on a recognition of the commitment to a specific organization. Employees' working at first from the regulating component of commitment utilize their endeavors on sake of the organization as they accept they ought to (Allen & Meyer, 1990).

10.3.1 Leadership Styles & Organization Performance

Transformational leaders are more adaptable and much more open to basic and functional change within the organization (Bommer, 2004) with uncommon emphasis on obtaining modern advances and strategies to advance the organization agreeing to the requesting needs of the ever so quickly changing market (Schepers, 2005; Nemanich & Keller, 2007). The discoveries of MacKenzie (2001) recommend that transformational leadership style had an extraordinary effect on the deals chart of an organization as well as the organizational affiliation of the laborers as compared to the transactional leader behaviors.

10.4 Demographic Variables

Demography hypothesis as per the creator in proposes that qualities such as age, residency, occupation, sex, and level of involvement are compositional characteristics that impact interpersonal and gather elements. Back from this hypothesis comes from considers that discover that the individual characteristics of pioneers have an impact on the results and triumphs of an organization.

10.4.1 Age

The evidence as to the relationship of age to leadership is quite contradictory. Pigors (1933) observed leadership behavior in children and concluded that leadership does not appear in children before the age of two or three years, and that active leadership of a group rarely appears before the age of nine or ten.

10.4.2 Gender

Gender is one of the variables that is often used to categorize leaders. Benedetti (1975), for instance, studies differences in the personality styles of executives, using sex as the independent variable. Male and female executives were asked to self-administer the Fleishman Leadership Opinion Questionnaire (1969). Benedetti concluded that women who are in business play a less active role in directing group activities through planning, supplying information, trying out new ideas, and criticize in g than their male counterparts. Her study suggests that gender is a characteristic affecting leader behavior.

10.4.3 Experience

Some studies argue that leadership performance varies from situation to situation and from task to task (Flanagan, 1949). Fisk's study of naval officer performance showed that highly rated naval officers did not necessarily obtain high ratings in officer candidate school.

Boles and Davenport (1975, p. 411) in their leadership text discussed four steps in getting from present position to a desire done:

1. Getting the necessary paper qualifications,
2. Securing a quality education,
3. Locating job opportunities, and
4. Developing strategies for getting oneself considered in preference to other applicants.

11- RESEARCH METHODOLOGY

11.1 Research Approach

11.1.1 Inductive VS Deductive Theories

There are two general approaches to reasoning which may result in the acquisition of new knowledge, namely inductive reasoning, and deductive reasoning. Inductive reasoning is a theory building process, starting with observations of specific instances, and seeking to establish generalizations about the phenomenon under investigation. Deductive reasoning is a theory testing process which commences with an established theory or generalization and seeks to see if the theory applies to specific instances (Maxwell, 2012).

This research is using Inductive analysis which refers to approaches that primarily use detailed readings of raw data to derive concepts, themes, or a model through interpretations made from the raw data by an evaluator or researcher. This understanding of inductive analysis is consistent with Strauss and Corbin's (1998) description: "The researcher begins with an area of study and allows the theory to emerge from the data" (Maxwell, 2012).

Deductive analysis refers to data analyses that set out to test whether data are consistent with prior assumptions, theories, or hypotheses identified or constructed by an investigator. The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant, or significant themes inherent in raw data, without the restraints imposed by structured methodologies.

11.1.2 Quantitative VS Qualitative

Qualitative research is multi methods in focus, including naturalistic, interpretive approach to its subject matter. Which means that qualitative researchers study things as in their natural settings or how they are, attempting to interpret or to make sense of phenomena in terms of the meanings or the concepts that people bring to them (Denzin and Lincoln, 1994). The purpose of qualitative research is to understand the social reality of cultures, groups, and individuals as possible as its participants live it or feel it. Thus, people are studied in their natural setting. Research following a qualitative approach is considered exploratory research and seeks to understand and explain 'why' and 'how' a particular behavior, or phenomenon, operates as it does in specific context (Denzin & Lincoln, 1994).

This research is quantitative research. According to Igwenagu (2016), quantitative research encompasses procedures that emphasize topical measurements and the numerical, mathematical, or statistical analysis of the data gathered by the researchers through questionnaires and surveys by utilizing computerized mechanisms. Quantitative research concentrates on collecting numerical datum, and propagating it across multiple groups of persons, as well as to demonstrate a specific phenomenon. Igwenagu (2016) stated that quantitative research shshows numerical exemplification of issues (variables) and endeavors to measure definite statements. Within this research, techniques such as reliability and validity tests are utilized to defend generalizations and determine to what extent certainty has been achieved.

11.2 Data Collection Methods

Information collection is a vital viewpoint of any sort of research study. Wrong information collection can impact the Comes about of an Inquire about and eventually lead to invalid comes about. One must translate the information into important data in order to induce data from the information. There are different strategies for translating information. Information sources are broadly classified into primary and secondary information. Primary information is the information watched or collected straightforwardly from first-hand involvement whereas secondary information is the distributed data and the information collected within the past or other parties.

11.2.1 Primary Data

The primary data we have referred to in conducting our research is questionnaire. Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. Hence, this method is chosen by researchers to collect primary data from a huge pool of respondents through the quantitative research method.

Primary data is data that are collected for the specific research problem at hand, using procedures that fit the research problem best. On every occasion that primary data is collected, new data is added to the existing store of social knowledge. Data may be used for (1) the description of contemporary and historical attributes, (2) comparative research or replication of the original research, (3) reanalysis (asking new questions of the data that were not originally addressed), (4) research design and methodological advancement, and (5) teaching and learning.

11.2.2 Secondary Data

The secondary data that was referred to in doing this study is the main textbook and various online journal articles. Besides that, different journal articles that are related to the research topic and information from websites to get the relevant support so that all the information collected will not be out of the topics. Online databases that are available on the online Library to get relevant journal articles were also used. Online databases are more time-consuming and cost-effective as we can access at any time and from anywhere conveniently.

11.2.3 Structured Questionnaire

The most important advantage of collecting primary data is that the operationalization of the theoretical constructs, the research design, and data collection strategy can be tailored to the research question, which ensures that the study is coherent and that the information collected indeed helps to resolve the problem (Lambert & Lambert, 2012). The most important disadvantage of collecting primary data is that it is costly and time-consuming. If relevant information on the research topic is accessible, reusing it gains benefits.

11.3 Sampling Design

The sampling process is critical since as Wimmer and Dominick (2003) depicted, a test could be a subset of the populace that's agent of the complete population. Hence, in case the test is selected correctly and the method is conducted suitably, the test will be able to speak to the complete populace. Agreeing to Gliner and Morgan (2000), utilizing tests in inquire about is more taken a toll and time effective since analysts might avoid interviews or perceptions that are costly and take less time to consider the members compared to utilizing the total populace.

11.3.1 Target Population

CAIRO – 12 March 2018: Beltone Financial expected that Egypt Telecom Company will acquire a five-percent stake of the mobile network market in 2018 with 5.2 million subscribers, according to Beltone's research report. The report further anticipated that the company's market stake would increase to 12 percent by 2022 with 14.5 million subscribers. Beltone said that it is expected for Egypt Telecom to focus on post pay sector, getting benefit from its strong business unit of companies and organizations.

The report added that it would target home business unit subscribers as its land internet subscriptions reached 4.1 million in 2017.

It clarified that capital expenses increased to LE 10.7 billion in 2017, compared to LE 10 billion in 2016, attributing this increase to the payment of the mobile license and 4G generation charges, which were worth LE 5.2 billion in 2016.

11.3.2 Sampling Frame & Sampling Location

Sampling frame, too referred as population frame, could be a posting of members who meet the model and are open by analyst through different assets such as phone or enrollment registry, posting, and others (Cavana et al., 2001; Gliner & Morgan, 2000). Be that as it may, examining outline may not be appropriate in this research since non likelihood inspecting strategy will be connected for tests determination. For the examining area, target population from Johor, Penang and Perak will be helpfully chosen as tests for the research.

11.3.3 Sampling Elements

Sampling element is clarified as a single part of the populace (Cavana et al., 2001). In other words, each person from the focused-on populace is considered as a component. Be that as it may, in this research, the sampling component is generally wide since the populace that are pertinent to the study comprised of working people who are as of now working in telecommunication companies, from all age group, sexual orientation, education foundation, and industry. The sampling component of this research might be from any demographic profile if they are working as a worker in telecommunication Companies.

11.3.4 Sampling Techniques

As mentioned, non-probability sampling methods will be used in this research to conduct the samples selection because of the limited time and cost. Moreover, due to the unavailability of sampling frame, the research samples will be conveniently chosen. The samples will be chosen regardless of their age, gender, education background, job title and position, and other criteria to avoid bias responses.

11.4 Research Instrument

Research instruments may be a kind of measuring instrument utilized for our research. The research instrument that utilized by our bunch is survey. Agreeing with Zikmund, Babin, Carr, and Griffin (2010) survey is characterized as a method for collecting data in which it requires the respondents to reply to the same set of questions in a foreordained arrange. Comparing to other investigative instruments such as meet and observation, we accepted that survey is the foremost appropriate technique to gather the information. The reason for utilizing survey is because we are able to urge the Coordinate reaction and input from the respondents in brief period with low-cost adequacy.

11.4.1 Questionnaire Design

Our research survey utilized fixed-alternative questions whereby the questions are given with different or restricted choices to reply to our respondents. Fixed alternative questions moreover referred to as closed-ended questions. Other than that, fixed-alternative questions constrain the conceivable answers in arrange to avoid bias that presented by respondents. It requires less interviewer's expertise, less time expending and easier for the respondents to reply as well as gives comparability of answers. In substance, there are two distinctive sorts of fixed alternative questions that were utilized in our research. The primary one is simple-dichotomy address, and another one is determinant-choice address. Simple-dichotomy address requires respondents to select one out of two choices whereas determinant-choice address requires respondents to select one of a few options.

11.4.2 Interview Design

After collecting and analyzing data quantitatively, the data collected from the respondents helped to design in depth interviews with manager.

11.5 Constructs Measurements

Our research questionnaire divided into three sections. Section A is used to collect demographic information from our respondents; Section B is used to measure the independent variables and Section C is used to measure the dependent variables. There are some of the scale types that can be used to design the questionnaire such as interval scale, nominal scale, ratio scale, ordinal scale, and Likert scale. In our questionnaire, we used Likert scale, nominal scale, and ordinal scale.

11.6 Research Sample

The main population determined within the research encompassed any Employee who is enrolled at the Orange Telecommunication Company to examine the effect employee Satisfaction & Organizational Commitment on their transactional leadership skills, and they are 1500 Employees (The financial and administrative regulation for Employees in Orange Telecommunication Company).

Sample size determination is the act of choosing the number of observations or respondents to include in a statistical sample. In this research, the sample size targeted by the researcher was 300 respondents, because the population has 1500 Employees. Moreover, the sampling technique is non-probability – Convenience Sampling method. Convenience involves collecting a sample from somewhere convenient for the researcher.

Confidence interval 95%, so the value of Z equal 1.96. and the researcher determine the random error with percentage 5%, percentage in society is unknown so, we assume it by 50% to achieve the biggest sample size at determined significant level, and restitution with these values in the last equation the sample size will be: $n = 300$.

11.7 Statistical Techniques Used

The researcher used the Statistical Package for Social Sciences (SPSS) for analyzing the data of empirical study, test the hypothesis of the study depending on the distributions repeatability of answers to know the nature of data also knowing the nature of scales and statistical tests, as following:

Descriptive Statistics: Represented at:

Measures of Dispersion

It is a degree away of values from its average, and the researcher used the standard deviation and coefficient of variation, The Standard Deviation is a measure of how spread out numbers are, it is the square root of the Variance, and the Variance is the average of the squared differences from the Mean.

Test of Reliability and Validity

Validity is the extent to which the scores from a measure represent the variable they are supposed to. However, how do researchers make this judgment? We have already considered one thing that they consider reliability. While a degree has right test-retest reliability and inner consistency, researchers should be more assured that the scores constitute what they may be presupposed to. this measure would have tremendous take-look at-retest reliability, it would have no validity. The truth is that one character's index finger is a centimeter longer than everyone could suggest not anything about which one had higher self-esteem.

Reliability is an extent to which a questionnaire, test, observation, or any measurement method produces identical outcomes on repeated trials. In quick, it is the steadiness or consistency of scores over the years or across rates. Take into account that reliability pertains to ratings no longer humans. Hence, in studies, one might never say that a person was dependable. As an instance, take into account judges in a platform diving competition.

Hypothesis Testing

Hypothesis testing is a crucial and complicated problem within the methodology of science. It includes evaluating the deductions or the predictions from scientific hypotheses with observational information to remove unsatisfactory hypotheses and to offer help to satisfactory ones. A primary goal of hypothesis checking out methodology is the formula of policies or criteria, occasionally known as decision procedures, to apply in determining whether the statistics must be construed as accepting or rejecting the hypothesis under investigation. decision techniques are judged by such standards as consistency, relevance, completeness, and effectiveness. selection regulations are formulated to offer objective, reliable, and legitimate solutions to crucial troubles in the evaluation of information (Clark, 1963).

One Sample T Test

The One-Sample T Test procedure tests whether the meaning of a single variable differs from a specified constant.

The Kruskal-Wallis Test

K-W (KRUSKAL-WALLIS) tests whether k independent samples that are defined by a grouping variable are from the same population. The output shows the number of valid cases and the mean rank of the variable in each group in the Ranks table. The output also shows the chi-square, degrees of freedom, and probability in the Test Statistics table.

12- RESEARCH FINDINGS

12.1 Correlation Analysis

12.1.1 Regression Reliability and Validity

Table 2: Cronbach's Alpha (α) Coefficients for Main Constructs and dimensions

	N of Items	Cronbach's Alpha	Cronbach's Alpha	Validity
Transformational leadership	12	0.879	0.879	0.938
employees' satisfaction	7	0.887	0.965	0.942
Feelings about the job	7	0.912		0.955
PAY	7	0.905		0.951
Promotion and Career Path	3	0.781		0.884
Supervision and coworkers	6	0.871		0.933
Affective Commitment	6	0.888	0.923	0.942
Continuance Commitment	5	0.823		0.907
Normative Commitment	4	0.726		0.852

It is intended to stabilize the scale and lack of contradiction with himself; he saw that it gives the same results if re-applied to the same sample and test stability using Cronbach alpha coefficient. The coefficient of consistency takes values ranging between zero and the right one, if there was no data on the stability of the value of this parameter equal to zero, and vice versa, where if there is a complete firming be the parameter value equal to the correct one. And therefore, the closer the value of reliability coefficient of the correct one indicates that the Stability high.

It is clear from the Table 2 stability of alpha coefficients values Cronbach to the dimensions of the questionnaire, all were greater than (0.70) which is a high ratio are given the confidence of the researcher with the following results, it turns out that there is a high Validity it has all been greater than (0.80).

Also, the explicit validity coefficient (.852 - .955) ensures that the responses understand all factors perfectly.

a) Confirmatory Factor Analysis

Factor analysis is a statistical method used to find a small set of unobserved variables (also called latent variables, or factors) which can account for the covariance among a larger set of observed variables (also called manifest variables). A factor is an unobservable variable that is assumed to influence observed variables. Scores on multiple tests may be indicators of intelligence (Spearman, 1904); political liberties and popular sovereignty may measure the quality of a country's democracy (Bollen, 1980); or issue emphases in election manifestos may signify a political party's underlying ideology (Gabel & Huber, 2000). Factor analysis is also used to assess the reliability and validity of measurement scales (Carmines & Zeller, 1979).

Table 3: Comparison Between Exploratory Factor Analysis and Confirmatory Factor Analysis

	EFA	CFA
Constraint	N/A	Yes
Unstandardized solution	N/A	Yes
Standardized solution	Yes	Yes
Factor rotation	Yes	N/A
Factor scores	Yes	N/A
Hypothesis test	N/A	Yes
Goodness-of-fit	N/A	Yes
Software package	General purpose software	Mplus, LISREL, Amos, EQS, SAS

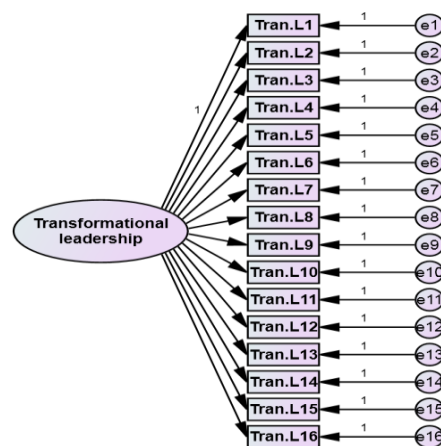
b) Transformational Leadership**Figure 2: Confirmatory Factor Analysis for Transformational leadership**

Figure 3: Confirmatory Factor Analysis for Transformational Leadership Adj

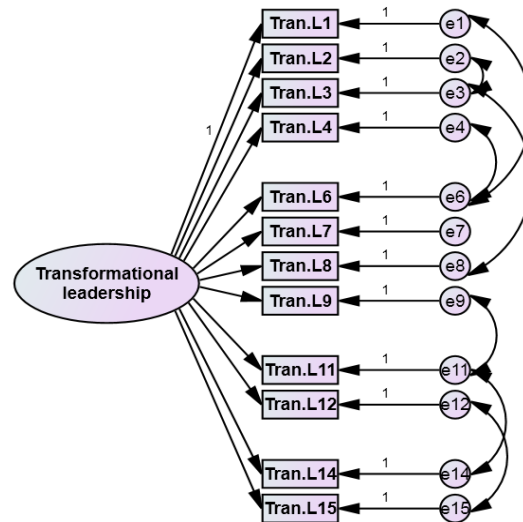


Table 4: Confirmatory Factor Analysis for Transformational Leadership

			B	BETA	T Test	P_value
Tran.L1	<---	Transformational leadership	1	0.644		
Tran.L2	<---		1.006	0.634	9.399	***
Tran.L3	<---		0.515	0.396	6.971	***
Tran.L4	<---		0.957	0.645	9.676	***
Tran.L6	<---		0.991	0.534	6.98	***
Tran.L7	<---		1.048	0.775	9.886	***
Tran.L8	<---		0.966	0.625	9.469	***
Tran.L9	<---		1.192	0.665	9.882	***
Tran.L11	<---		1.188	0.691	10.082	***
Tran.L12	<---		0.944	0.665	8.813	***
Tran.L14	<---		0.943	0.616	9.337	***
Tran.L15	<---		0.781	0.484	7.707	***
Composite reliability					0.882	
AVE					50.4	

Results of table 4 demonstrate that standard estimate value of **Transformational leadership variable** range between (.396 - .775) which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (**Transformational leadership**) at confidence level 99% (this is known as uni-dimensionality).

Therefore, these statements strongly express and measure the latent variables for **Transformational leadership** dimension after deleted some of items.

Also, it is clear from the table that composite reliability was 0.882 and it is larger than 0.70 which is a high ratio are given the confidence of the researcher with the following results. And the average variance explained was 50.4%, so we cannot delete any items.

12.2 Structure Validity

Root Mean Square Error of Approximation (RMSEA)

The Root Mean Square Error of Approximation (RMSEA; Steiger, 1990) is a measure of approximate fit in the population and is therefore concerned with the discrepancy due to approximation.

The RMSEA is bound below zero. Steiger (1990) as well as Browne and Cudeck (1993) define a "close fit" as a RMSEA value less than or equal to .05. According to Browne and Cudeck (1993), RMSEA values $\leq .05$ can be considered as a good fit, values between .05 and .08 as an adequate fit, and values between .08 and .10 as a mediocre fit, whereas values $> .10$ are not acceptable. Although there is general agreement that the value of RMSEA for a good model should be less than .05, Hu and Bentler (1999) suggested an RMSEA of less than .06 as a cutoff criterion.

Comparative Fit Index (CFI)

The Comparative Fit Index (CFI; Bentler, 1990), an adjusted version of the Relative Noncentrality Index (RNI) developed by McDonald and Marsh (1990), avoids the underestimation of fit often noted in small samples for Bentler and Bonett's (1980) normed fit index (NFI).

The CFI ranges from zero to one with higher values indicating a better fit. A rule of thumb for this index is that .97 is indicative of a good fit relative to the independence model, while values greater than .95 may be interpreted as an acceptable fit. Again, a value of .97 seems to be more reasonable as an indication of a good model fit than the often-stated cutoff value of .95. Comparable to the NNFI, the CFI is one of the fit indices less affected by sample size (Bentler, 1990; Bollen, 1990; Hu & Bentler, 1995, 1998, 1999).

Goodness-of-Fit-Index (GFI) and Adjusted Goodness-of-Fit-Index (AGFI)

The Goodness-of-Fit-Index (GFI; Jöreskog & Sörbom, 1989; Tanaka & Huba, 1984) measures the relative amount of the variances and covariances in the empirical covariance matrix S that is predicted by the model-implied covariance matrix $\Sigma(\theta^*)$. According to Jöreskog and Sörbom (1993), this implies testing how much better the model fits as compared to "no model at all" (null model), i.e., when all parameters are fixed to zero. The GFI seems to be inspired by analogy with the concept of a coefficient of determination (Mulaik et al., 1989).

Table 5: Goodness of Fit Index for Transformational Leadership

Index	Code	Value
Normed Chi-Square	CMIN/DF	2.854
Goodness of Fit Index	GFI	0.95
Normed Fit Index	NFI	0.944
Incremental Fit Index	IFI	0.963
	TLI	0.93
Comparative Fit Index	CFI	0.962
Root Mean Square Error of Approximation	RMSEA	0.076

The overall model fit appears quite good. The χ^2 test yields a statistic of 2.854 (χ^2 standardized value less than 5) is too small to reject the null hypothesis of a good fit. The RMSEA of .076, CFI of 0.962, GFI of .950, NFI of .944, TLI of 0.930 and IFI of .963 also suggest that the model fits the data well. In this case all the unconstrained estimates are statistically significant.

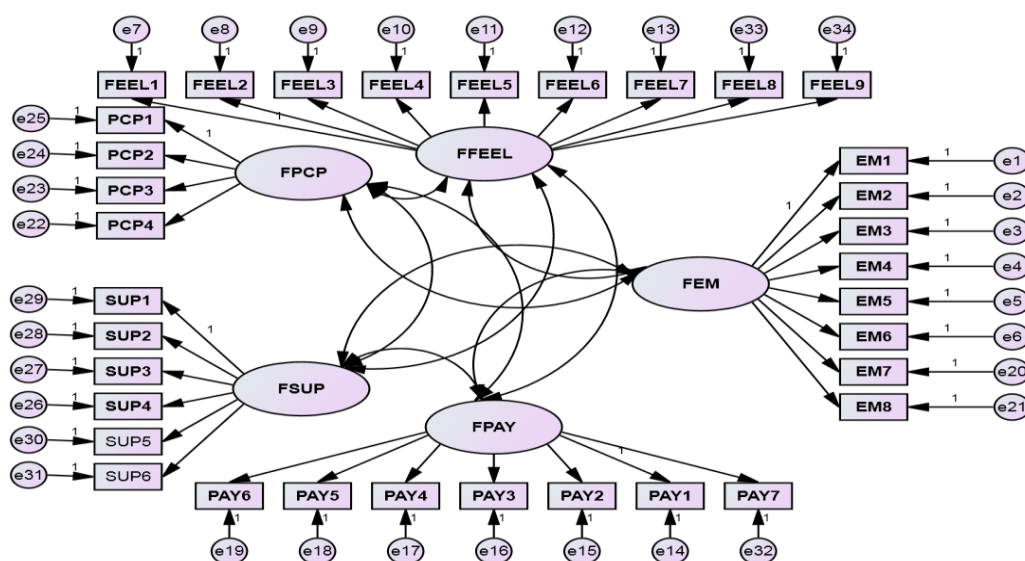
Figure 4: Confirmatory Factor Analysis for Employees' Satisfaction

Figure 5: Confirmatory Factor Analysis for Employees' Satisfaction Adj

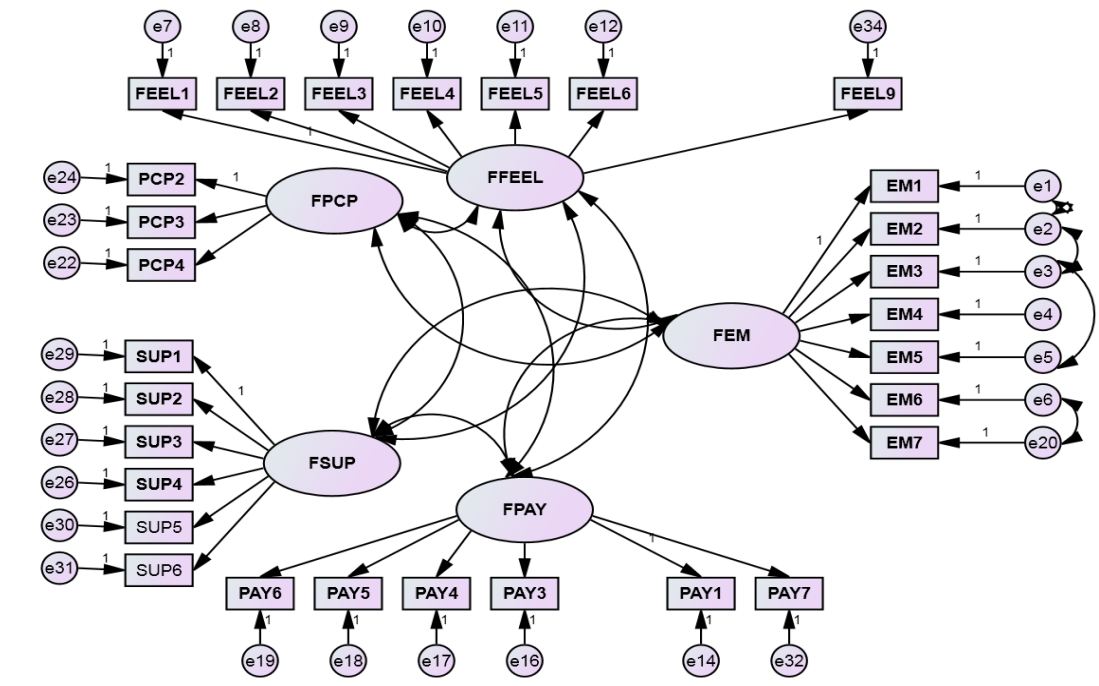


Table 6: Confirmatory Factor Analysis for Employees' Satisfaction

			B	BETA	T Test	P_value
EM1	<---	FEM	1	0.757		
EM2	<---		0.973	0.732	19.148	***
EM3	<---		1.03	0.805	14.792	***
EM4	<---		1.338	0.915	16.904	***
EM5	<---		1.13	0.823	15.438	***
EM6	<---		0.523	0.48	8.524	***
EM7	<---		0.622	0.488	8.137	***
FEEL1	<---	FFEEL	1	0.844		
FEEL2	<---		1.118	0.854	19.465	***
FEEL3	<---		1.232	0.892	21.195	***
FEEL4	<---		0.947	0.746	15.74	***
FEEL5	<---		0.86	0.752	16.239	***
FEEL6	<---		1.015	0.768	17.031	***
FEEL9	<---		0.785	0.58	11.35	***
PAY1	<---	FPAY	1	0.706		
PAY3	<---		1.248	0.823	14.293	***
PAY4	<---		1.057	0.819	14.211	***
PAY5	<---		1.226	0.849	14.732	***
PAY6	<---		1.07	0.8	13.89	***

PAY7	<---		0.97	0.714	12.405	***
PCP4	<---	FPCP	0.962	0.704	13.177	***
PCP3	<---		1.106	0.764	14.416	***
PCP2	<---		1	0.744		
SUP4	<---	FSUP	1.311	0.667	9.172	***
SUP3	<---		1.511	0.815	10.262	***
SUP2	<---		1.273	0.776	10.002	***
SUP1	<---		1	0.547		
SUP5	<---		1.246	0.747	9.834	***
SUP6	<---		1.531	0.801	10.201	***
Composite reliability					0.965	
AVE					57.2	

Results of table 6 demonstrate that standard estimate value of the **employee's variable** ranges between (.480 - .915) and which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (employees) at confidence level 99% (this is known as uni-dimensionality).

Results of table 6 demonstrate that standard estimate value of Feelings about the job variable range between (.580 - .892), which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (Feelings about the job) at confidence level 99% (this is known as uni-dimensionality).

Results of table 6 demonstrate that standard estimate value of PAY variable ranges between (.707 - .849) which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (PAY) at confidence level 99% (this is known as uni-dimensionality).

Table 7: Goodness of Fit Index for Employees' Satisfaction

Index	Code	Value
Normed Chi-Square	CMIN/DF	2.85
Goodness of Fit Index	GFI	0.828
Normed Fit Index	NFI	0.871
Incremental Fit Index	IFI	0.913
	TLI	0.899
Comparative Fit Index	CFI	0.912
Root Mean Square Error of Approximation	RMSEA	0.076

The overall model fit appears quite good. The χ^2 test yields a statistic of 2.850 (χ^2 standardized value less than 5) is too small to reject the null hypothesis of a good fit. The RMSEA of .076, CFI of 0.912, GFI of .828, NFI of .871, TLI of 0.899 and IFI of .913 also suggest that the model fits the data well. In this case all the unconstrained estimates are statistically significant.

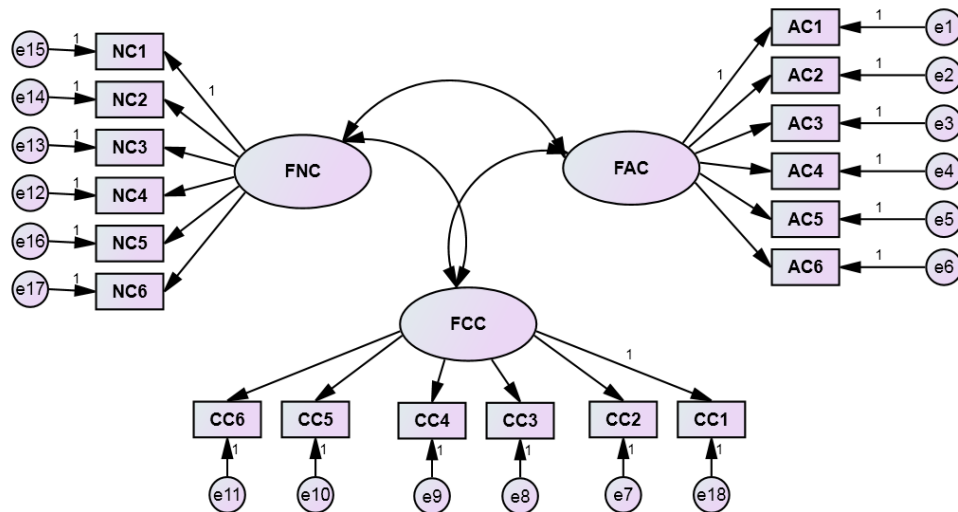
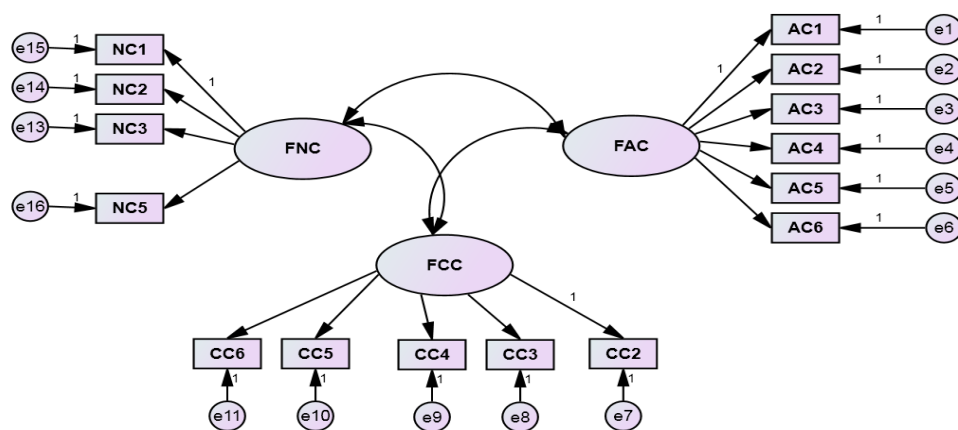
Figure 6: Confirmatory Factor Analysis for Organizational Commitment**Figure 7: Confirmatory Factor Analysis for Organizational Commitment**

Table 8: Confirmatory Factor Analysis for Organizational Commitment

			B	BETA	T Test	P_value
AC1	<---	FAC	1	0.447		
AC2	<---		0.978	0.455	10.006	***
AC3	<---		1.265	0.53	8.565	***
AC4	<---		1.196	0.559	7.303	***
AC5	<---		1.693	0.719	8.184	***
AC6	<---		2.365	1.003	9.058	***
CC2	<---	FCC	1	0.851		
CC3	<---		1.059	0.846	13.468	***
CC4	<---		0.629	0.497	8.592	***
CC5	<---		0.805	0.54	9.08	***
CC6	<---		0.952	0.707	10.583	***
NC3	<---	FNC	0.828	0.349	5.168	***
NC2	<---		1.356	0.546	9.604	***
NC1	<---		1	0.409		
NC5	<---		2.93	0.999	8.172	***
Composite reliability					0.891	
AVE					51.2	

Results of table 8 demonstrate that standard estimate value of Affective Commitment variable range between (.447 - 1.000) which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (Affective Commitment) at a confidence level 99% (this is known as uni-dimensionality)

Results of table 8 demonstrate that the standard estimate value of Continuance Commitment variable range between (.493 - .851), which represent the loading coefficients for each latent variable.

Also, there is a significant impact between the statements expressing the exogenous variables and the latent variable (Continuance Commitment) at confidence level 99% (this is known as unidimensionality).

Table 9: Goodness of Fit Index for Organizational Commitment

Index	Code	Value
Normed Chi-Square	CMIN/DF	4.611
Goodness of Fit Index	GFI	0.877
Normed Fit Index	NFI	0.931
Incremental Fit Index	IFI	0.945
	TLI	0.914
Comparative Fit Index	CFI	0.944
Root Mean Square Error of Approximation	RMSEA	0.078

The overall model fit appears quite good. The χ^2 test yields a statistic of 4.611 (χ^2 standardized value less than 5) is too small to reject the null hypothesis of a good fit. The RMSEA of .078, CFI of 0.944, GFI of .877, NFI of .931, TLI of 0.914 and IFI of .845 also suggest that the model fits the data well. In this case all the unconstrained estimates are statistically significant.

13- DISCUSSION

The purpose of this study is to investigate the relationship between leadership styles and the organizational commitment and Employee Satisfaction at a telecommunication company operating in Egypt Orange. This chapter presents the empirical findings of this research and discusses these findings.

There is a Positive impact of Transformational leadership on employees' satisfaction:

In previous studies research by Tondok and Andarika (2004) has shown that leadership style is one of important factors influencing Employees' satisfaction. In addition, employee turnover is mostly due to dissatisfaction with working conditions as leaders do not empower the employees so that they are not involved in decision making. Leaders are not objective and open to their employees.

Past studies have examined the relationship between transformational leadership style and organizational commitment.

In a study of employees at steel companies in Taiwan, Chen (2002) found that both transformational and transactional leadership behaviors have a weak positive correlation with organizational commitment. The results revealed that idealized influence, inspirational motivation, and individual consideration leadership behaviors were more correlated with organizational commitment than other leadership behaviors.

Past Studies in research on leadership, it has been argued that leadership cannot be measured by natural abilities, skills, or demographic characteristics (Aldoory and Toth, 2004). Some scientists have claimed that all these aspects are important factors in comprehending leadership (Aldoory and Toth, 2004). According to early theoretical theories (Stogdill, 1948; Bass and Stogdill, 1990), a leader's age is one of the most important demographic factors associated with the leader's activity.

Several previous studies have used demographic variables such as age, length of service, level of education, and marital status as predictors of commitment (Angle and Perry, 1981; Chughtai and Zafar, 2006; Steers, 1977), but disparate findings have emerged. The general arguments for linking such demographic variables with commitment were based on both role and exchange theory (Stevens et al., 1978).

Some of the important demographic factors of antecedents of organizational commitment include age, gender, marital status, level of education, length or service, and leadership styles:

1. **Age:** Some studies found that age is not related to commitment (Chughtai and Zafar, 2006; Iqbal et al., 2011). On the contrary, many researchers found that age is positively related to commitment (Angle and Perry, 1981; Cho and Mor Barak, 2008; Mathieu and Zajac, 1990; Rowden, 2000). Cho and Mor Barak (2008) found that older employees have higher levels of commitment than younger employees.
2. **Gender:** Several studies investigating the relationship between gender and commitment have produced inconsistent results. Female has been observed as being more committed than their male counterparts (Angle and Perry, 1981; Mathieu and Zajac, 1990). In contrast, a study of 381 employees from a large corporation in Korea revealed that men are more committed to their organization than women (Cho and Mor Barak, 2008).
3. **Marital Status:** Empirical evidence suggests that married employees are more committed to the organization than unmarried employees (Angle and Perry, 1983; Mathieu and Zajac, 1990). Angle and Perry (1983) suggest that married people are more committed because they have more family responsibility as compared to unmarried employees. found that marital status was not related to organizational commitment.

4. **Level of Education:** Studies found that commitment and level of education are negatively related (Angle and Perry, 1983; Iqbal *et al.*, 2011; Joiner and Bakalis, 2006; Mathieu and Zajac, 1990; Rowden, 2000; Tansky *et al.*, 1997). Highly educated employees generally have more opportunities to change jobs and, therefore, show a lower commitment to their organization (Chughtai and Zafar, 2006; Joiner and Bakalis, 2006).
5. **Length of Service:** Research indicates that length of service or tenure is positively related to organizational commitment (Iqbal *et al.*, 2011; Mathieu and Zajac, 1990; Meyer and Allen, 1997; Meyer *et al.*, 2002; Salami, 2008). According to Meyer and Allen (1997), the positive relationship suggests that highly committed employees remain in the organization while uncommitted employees leave. Iqbal *et al.* (2011), in their investigation of 65 faculty members from five universities in Saudi Arabia, found that length of service in the organization is the best positive predictor of an employee's commitment.
6. **Leadership Style:** An impressive amount of research provided empirical evidence that leadership style is an antecedent of organizational commitment. Past research using a variety of leadership and commitment measures in various settings consistently showed a positive linkage between leadership style and organizational commitment.

First and foremost, it can be concluded that transformational leadership can be used to raise employee commitment and employees' satisfaction.

The study shows that there is a significant positive relationship between Transformation Leadership and employee Commitment. It also showed that there is a significant positive relationship between employee commitment and Job satisfaction. While on the other hand transformational leadership and employee commitment are considered very important outcomes for the subordinates to derive their satisfaction and not to leave out improving organizational performance.

The growth and profitability of an organization depend on satisfaction and commitment of employees working in corporate service concerns.

The results of the study revealed that all the hypotheses developed in this research study got significant support and proved that job satisfaction is positively related to affective commitment, continuance commitment, and normative commitment. Overall study proved the significance of transformational leadership and employee commitment. This clearly indicates that those organizations that have better leadership culture, their employees are more committed with organization than those organizations who do not involve their employees.

14- FUTURE RESEARCH & LIMITATIONS

In this study, the conclusions are completely based on the data provided by the respondents and as it is not a very large number, therefore, any strong statement cannot be made in favor or against of this research.

The analysis shows the results according to the companies selected and it is not representative of each city in the country because the data was taken from the capital city to make things more prominent.

Additional research on the elements of job satisfaction that include compensation, management, innovation, work environment, promotion, and other areas to an even remarkable level can indeed be underlined, as neither of these perspectives has been dissected in detail should be considered in present-day research.

15- CONCLUSION

Productivity and performance of an organization depend upon the Employees' satisfaction and organizational commitment of its employees and escort to growing profits. Transformational leadership, an approach of enhanced interpersonal relationship between supervisor and subordinate, is a way to create higher level of job satisfaction and organizational commitment of employees.

Transformational leaders also help employees to become more creative, innovative and bring such new ideas which allow the organization to grow competitively and adapt itself to the changing external environment. Unfortunately, this type of leadership is not being exercised by the managers of the conventional Company of Orange.

The results of this study concluded that if managers adopt transformational leadership behavior, they can get better satisfied and committed employees.

16- RECOMMENDATIONS

As a final part of this study, some recommendations can provide help in order to develop a sense of bond and commitment in organizations. Leaders of the companies should follow the rules of the company at first step and then formulate their rules to the subordinates. As a matter of fact, in Egyptian companies, rules are imposed on subordinates, and managers are not used to following the rules themselves. There is a sense of a blame game in Egyptian culture, and employees are held responsible for the tasks that need to be changed.

Based on the findings of this study, several recommendations can be formulated as recommendations to Orange companies:

- 1- Leaders should set plans to enhance employees' participation in decision making, encourage them to share their aims, targets, visions and goals, cause them to distinguish with their leaders, unite employees with management, and stimulate team spirit.
- 2- Leaders should take their employees opinions into consideration, attend to followers' needs, and listen to their concerns, treat each one as an individual with unique needs and consider individual differences.
- 3- In order to raise the employees' level of organizational commitment transformational leaders should try to make better use of the overall working circumstances, performance appraisal, working environmental conditions, work practice in recruitment or selection and also working relationships.
- 4- Leaders in the aviation industry should re-examine their strategies to emphasize organizational commitment via various means, including lectures, seminars, and training workshops.
- 5- Human resources should push for more research in the particular business sector, and respondents could be not only employees, but also leaders. In this way, a comparison of attitudes between employees and their leaders could be made, to determine whether there is a difference in opinions.

And finally, the results of this research suggest that leaders and their leadership style have a considerable impact on employee behavior, with the aim of fulfilling organizational plans. That does not necessarily amount to manipulation of employees, but the need for creating profit, based on a committed and satisfied workforce, which is a result of using an adequate leadership style.

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