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Thesis Approval

**The Impact of Different Supervisory Styles on Subordinates' Performance,
and Organizational Performance in United Nations Truce Supervision
Organization (UNTSO) in Jerusalem**

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Abstract

This study was conducted in UNTSO Jerusalem, during the period April 2008 to April 2009 in order to investigate one of the possible factors being; different supervisory styles that may influence the individual performance for subordinates working in mission support (MS), and the financial and client satisfaction aspects of the organizational performance in this organization.

The study was conducted because some fluctuations in performance indicators (both individual and organizational) were detected. The fluctuations resulting from failures of the support staff to perform the required tasks have serious financial and operational implications

The study was intended to investigate if certain supervisory styles that were introduced in the study (participative, supportive, autocratic and ethical styles) may have any impact on MSS motivation, goal clarity, accountability, well being, growth and development, trust in supervisor and OCB to the extent that would affect their performance, their attendance which relates to the staff cost per dime, as every day of absence would increase the staff cost per dime to the organization contributes negatively to

financial aspect of the organizational performance, and finally their clients satisfaction as another aspect of the organizational performance.

Two questionnaires in addition to organizational records were used to collect data. First questionnaire was distributed to a sample drawn from mission support staff, the other was distributed to a sample of clients (being substantive staff) to test their satisfaction with subordinates' performance.

The results suggested that participative style significantly affected performance through its impact on subordinates motivation and OCB, supportive style affected performance through its impact on subordinates' development and growth, accountability, motivation, trust in supervisor, and OCB. The four styles significantly affected subordinates attendance, consequently the financial aspect of organizational performance. Clients were also satisfied with staff who worked for supervisors who exercised the participative, supportive and ethical styles.

Because of the significant correlation between the different supervisory styles and subordinates' performance, financial aspect of organizational performance related to cost of day of absence of support staff, and clients satisfaction the main recommendations were made around the implementation of the dimensions within the participative, supportive and ethical styles, and to avoid dimensions of the autocratic style.

أثر أساليب إشرافية مختلفة على أداء الموظفين وأداء المؤسسة في هيئة الرقابة الدولية التابعة للأمم المتحدة في القدس

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ملخص

أجريت هذه الدراسة في هيئة الرقابة الدولية التابعة للأمم المتحدة في مقر قيادتها في القدس في الفترة ما بين نيسان 2008 إلى نيسان 2009 بهدف البحث في واحد من العوامل التي قد تؤثر على أداء الافراد والمؤسسات ألا وهو أساليب الإشراف.

كان الدافع لهذه الدراسة هو ملاحظة بعض الذبذبات فيما قد يعتبر مؤشرات أداء لهذه المؤسسة و يترتب على مثل هذه التقلبات في الأداء وتحديد السلبية في حال فشل الموظفين في أداء المهام المطلوبة منهم آثار إما مالية أو آثار تشغيلية.

لذلك كان الهدف من الدراسة هو البحث في أثر بعض الأساليب الإشرافية المختلفة والتي تم طرحها انطلاقاً من بعض السلوكيات الإدارية التي تم التطرق إليها في دراسات سابقة، إضافة إلى بعض السلوكيات التي تمت أو تتم ممارستها من قبل بعض المشرفين في هذه المؤسسة، ومن ثم تم تجميع هذه السلوكيات في أربعة مجموعات أطلق على كل منها أسلوب إشرافي يصف السلوكيات المتضمنة وهي: أسلوب إشرافي مشارك، أسلوب داعم، أسلوب عادل وأخيراً أسلوب إستبدادي، على أداء المرؤوسين، والكلفة المترتبة على تغييبهم عن العمل والمرتبطة مع الجانب المالي لأداء المؤسسة، وكذلك رضا العملاء عن الخدمات المقدمة من المرؤوسين المرتبطة أيضاً بأداء المؤسسة من خلال تأثير هذه الأساليب على دوافع المرؤوسين، إحساسهم بالمسؤولية، تطورهم وتقديمهم، مدى ثقتهم في المشرف، سلوك المواطن للمؤسسة، وضوح الأهداف المطلوب تحقيقها منهم.

للحصول على البيانات والمعلومات المطلوبة تم اعتماد إستبانتين بالإضافة إلى بعض سجلات المؤسسة. الإستبانة الأولى جرى توزيعها على عينه من الموظفين والثانية على عينه من العملاء. تم جمع البيانات وترتيبها وتحليلها باستخدام برنامج التحليل الإحصائي SPSS. كما تم تطبيق أساليب واختبارات إحصائية مختلفه للبحث عن ارتباطات ذات دلالات إحصائية بين متغيرات الدراسة

وتشير النتائج إلى أن الأسلوب المشارك كان له تأثيرا إيجابيا على أداء الأفراد من خلال تأثيره على دوافع المرؤوسين وإحساسهم بالمواطنة. أما الأسلوب الداعم بما في ذلك توفير التوجيه والتدريب للمرؤوسين، والإعتراف وتقدير انجازاتهم، فقد كان له أثر إيجابي على أداء المرؤوسين من خلال تأثيره على دوافع المرؤوسين، وإحساسهم بالمواطنة، وإحساسهم بالمسؤولية، تطورهم، وتقديمهم، والثقة في المشرف. أما بالنسبة لتغيب المرؤوسين فقد أظهرت النتائج أن ممارسة الأساليب الثلاثة: المشارك، الداعم والعاقل تقلل من مدى تغيب المرؤوسين وبالتالي الكلفة على المؤسسة في حين أن ممارسة الأسلوب الاستبدادي يزيد من أيام الغياب وبالتالي الكلفة. كذلك فإن العملاء أظهروا رضاهم عن الخدمات المقدمة من موظفي الأقسام التي كان مشرفوها قد مارسوا الأساليب الثلاثة المشارك، الداعم والعاقل.

بناء على النتائج التي تم التوصل إليها فقد تم تقديم بعض التوصيات للإدارة و المشرفين منها محاولة تطبيق الأساليب المشارك، الداعم والعاقل، إيجاد أساليب للرقابة للتأكد من تطبيق هذه الأساليب.

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Chapter One: Introduction

1.1 Background

In political and peace keeping missions working under the umbrella of the United Nations, the major investment is in the human capital whereby staff salaries and related costs represent around 70% of their allotments making attention to human resources performance rather critical in such organizations (that belong to the public and not for profit sectors).

Over the years the United Nations introduced many performance evaluation systems. The UN bought soft-wares, hired experts and trainers, and sent them out to its missions around the world to educate its staff at the different levels on the implementations, procedures, and outcomes of such programs.

The UN also provides latest information systems and communication equipment to its offices and staff, it launches many training programs provided by highly experienced trainers in the different fields. It pays competing salaries and entitlements, in addition to other incentives to enhance performance.

UNTSO (United Nations Truce Supervision Organization) being one of the United Nations Organizations that was founded following the United Nations General Assembly endorsement of a plan for the partition of Palestine in November 1947, providing for the creation of an Arab State and a Jewish State, with Jerusalem to be placed under international status. The plan was not accepted by the Palestinian Arabs and Arab States. On 14 May 1948, the United Kingdom relinquished its mandate over Palestine and the State of Israel was proclaimed. On the following day, the Palestinian Arabs, assisted by Arab States, opened hostilities against Israel¹.

On 29 May 1948, the Security Council, in resolution 50 (1948), called for a cessation of hostilities in Palestine and decided that the truce should be supervised by the UN Mediator, with the assistance of a group of military observers. The first group of military observers,

¹<http://www.un.org/Depts/dpko/missions/untso/background.html>

which has become known as the United Nations Truce Supervision Organization (UNTSO), arrived in the region in June 1948. In August 1949, the Security Council, by its resolution 73 (1949) assigned new functions to UNTSO in line with four Armistice Agreements between Israel and the four neighbouring Arab countries – Egypt, Jordan, Lebanon and the Syrian Arab Republic. UNTSO's activities thus were spread over the territory within five States in the region.

Over the years, UNTSO military observers have remained in the Middle East to monitor ceasefires, supervise armistice agreements, prevent isolated incidents from escalating and assist other UN peacekeeping operations in the region.

The military observers (MILOBS) of UNTSO are being supported by mission support staff, which makes MILOBS the main clients for the mission support staff. Under the supervision of Chief of Mission Support there are seven sections that provide logistical support including Human Resources (HR), Finance and Budget (FIN), General Services (GS), Transport (TPT), Communication and Information Technologies (Comms and IT), Security (Sec) and Procurement (Proc), figure 1.1 below represents the organizational chart for the organization.

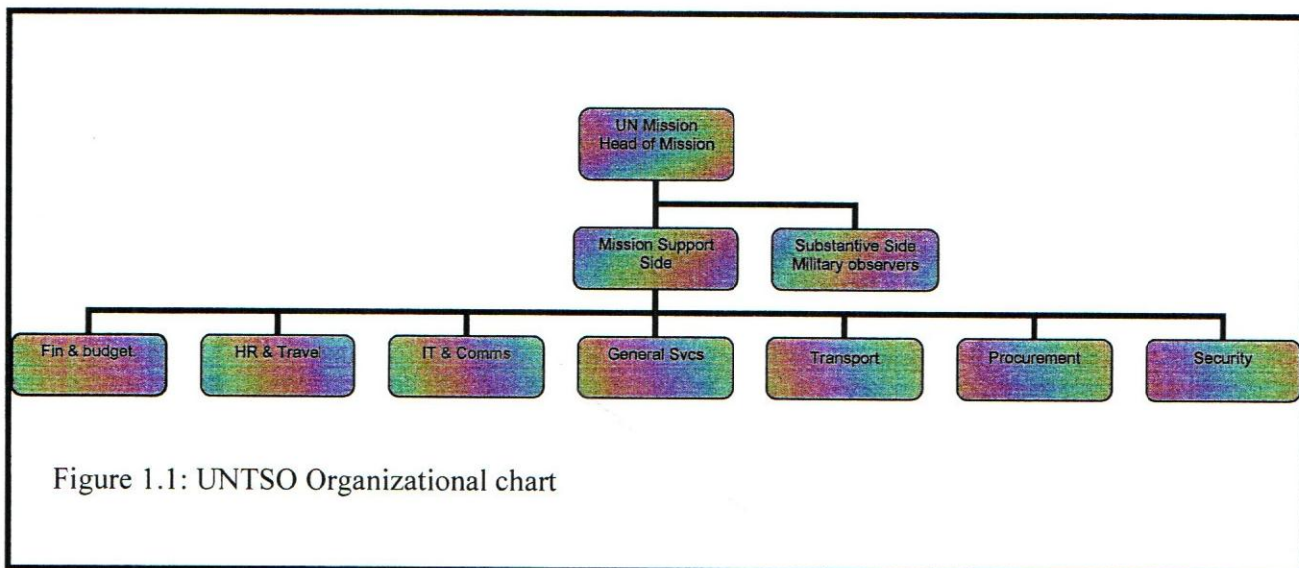


Figure 1.1: UNTSO Organizational chart

The tasks that are required from the different sections within mission support and the goals to be achieved are drawn from the mission work-plan. Staff within these sections develop their goals that are drawn from their section's work plan. So the staff's goals tend to contribute to the achievement of sections' work plans that consequently contributes to the

achievement of the mission's work plan. How well the staff perform have serious implications on the organization. Inconsistencies if detected in staff performance should be highlighted, and factors that may cause them should be manifested.

For example finance has to ensure amongst other departmental goals settlement of staff, vendors, and third party claims, as well as the timely preparation of payroll and preparation of monthly financial reports for submission to Head Quarters at New York. Failing to achieve any of these goals may involve overpayments, losses due to penalty charges when payments are delayed, and possible suspension of provision of services by the suppliers may also occur like suspension of communication services and other utilities including water, electricity, heating oil and fuel. Repetitive failures in settling claims within the established deadlines may jeopardize the UN reputation with suppliers, thus obstructing its operations if for instance vendors refuse to deal with the UN especially during emergencies and critical situations.

In the case of transport section, failure to provide proper maintenance for the vehicles will put staff lives at risk. If minor problems with the fleet are not detected on time, they will result in higher maintenance costs at later stages; also lack of management for the fleet may result in scarce of vehicles for required operations resulting in disruption of operations.

If IT and communications section fails to provide the required equipment like mobiles, radios, computers or Blackberries for staff on duty, important and crucial information may not be received on time (in a political and security context updates are highly important). The functionality of all data bases and programs that links UNTSO with other missions, UN agencies and most importantly headquarters is another important area that cannot be overlooked and requires 24/7 supervision, backups, maintenance, and so on.

Personnel (HR) section, which also includes travel unit, has to ensure most qualified candidates are selected in a timely manner. HR has to ensure staff contracts in particular international staff which are administered at NY-Headquarters are renewed on time since all entitlements are automatically and electronically linked to the validity of their contracts. Travel unit has to make sure travel arrangements for staff traveling on official business including visa issues are prepared in a timely manner, as well as the arrangement of

incoming shipments for military observers and international staff joining the mission, and outgoing shipments for those who are repatriating.

Failures to perform such tasks may result in bringing unqualified candidates who would require too much training, and may obstruct the operation. Failures related to travel arrangements for staff on official business may involve higher costs, as well as delays if the best deals with travel agents are not opted, or most convenient routes are not selected.

If visas are delayed or not issued on time, staff will have illegal status in the country. If shipments are delayed demurrage charges will incur, in addition to disturbance for the traveler, and if the shipment includes equipment for the organization, disturbance of UN operations will occur.

If procurement fails to identify the best deals in terms of cost and quality of goods and services through the bidding process, a higher cost will be borne by the organization which could be financial or technical, or both.

General services department is supposed to provide maintenance for the premises, and to ensure availability of utilities including water and electricity. Failure to provide any of the above services accurately and on time may result in unsafe and difficult work environment.

There are many factors that affect performance like the availability of resources, strategic planning, and information systems. In addition many researchers and scholars, focused on management, leadership and different styles of leadership, and their impact on performance. For a long time the relationship between leadership and organizational performance has been analyzed in literature (Bass, Avolio, Jung and Berson, 2003).

Also, according to (Kouzes 2002) “success in business and in life is and will continue to be a function of how well people work together, and that collaboration is the critical competency for achieving and sustaining high performance. The leadership challenge is about how leaders can mobilize others to want to get the extraordinary things done in organizations. It is about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations and risks into rewards”.

I decided to tackle the supervisors’ possible impact on performance because the UN faces a rather special situation when considering its workforce, due to the fact that employment in the UN system follows geographical distribution and gender (amongst other criteria for

recruitment)², implying a huge diversity of cultures, experiences and mentalities, furthermore; rotation among international staff is quite high, especially at the supervisors' level, averaging to two years in one mission.

This imposes a challenge on both supervisors and subordinates. It implies that staff during their years of service with the system (average 25-30 years) have to deal with 10-12 different direct supervisors for national staff and more for international staff, of very diverse cultural backgrounds, experiences, supervisory skills, values and properties, and managerial styles. This means the levels of trust, support, collaboration, communication, decision making, and fairness each supervisor exercises with his/her subordinates may vary greatly from one to the other, thus affecting staff morale, development, accountability and motivation.

1.2 Problem statement

To what extent does the assumed supervisory styles; participative, supportive autocratic and ethical styles exercised by the supervisors in UNTSO mission support affect mission support subordinates' motivation, development and growth, accountability, well being, trust in supervisor, organizational citizenship behavior (OCB), and clarity of goals, thus affecting their performance, cost of days of their absence relating to financial aspect of the organizational performance as well as their clients' satisfaction as another aspect of organizational performance.

1.3 Importance of the research:

1. To shed light on the importance of the role of supervisors in maintaining, improving or worsening the subordinates' performance in one of the non-profit sector organizations, whereby almost two thirds of its budgets are appropriations for staff salaries and related costs by clarifying which factors on the subordinates' side would be triggered by what supervisory form that would then affect the individual performance.
2. To manifest possible factors that may contribute to or hinder the organizational performance, since there is a high cost that is overlooked; one direct financial cost

² United Nations Human Resources Handbook-Promotions and appointments

1. To provide supervisory skills training to supervisors, to improve their technical and interpersonal skills.
2. To include dimensions included in the supervisory styles as part of the selection criteria for supervisors by considering them in the application, tests and interviews .

5.2 Recommendations for future studies:

1. As this study was limited to one organization within the UN, it is recommended that similar studies be conducted on a wider range to cover other UN agencies and organizations, whereby the impact of supervisory styles presented in this study are tested to ensure their validity.
 2. Comparative studies can be conducted over time span to test if individuals performance, attendance or client satisfaction, have improved or worsened following the implementation of the recommendations made.
 3. To conduct studies using performance measures other than the e-pas to try and eliminate subjectivity. By not restricting the performance to e-pas, similar studies could be conducted by other organizations like the governmental sector and possibly universities. Probably it would useful to use issues that reflect improved performance like problem solving, error rates, delivery time for required services and so on.
 4. To develop generic indexes for performance criteria for the different categories of organizations which could make such studies more useful and less time consuming.
- ### **5.3 Summary of the study:**
- The study aimed at clarifying if the introduced supervisory styles which were sets of behaviors that could have been exercised by UNTSO supervisors grouped in to four groups and given the terms participative, supportive, ethical and autocratic that I thought better described the dimensions (behaviors) encompassed within significantly correlated to a set of intervening variables on the subordinate side that

were also assumed to correlate to subordinates performance, cost of days of absence of subordinates and the clients satisfaction.

Questionnaires were developed to collect the required data which was then analyzed using different statistical methods as appropriate. The results confirmed most of the assumptions made. Results answered the research questions and achieved its objectives. The study revealed that the different supervisory styles correlated to the three dependant variables through affecting the intervening variables. the intervening variables that were mostly affected and consequently affected performance were motivation, OCB, trust in supervisor clarity of goals and growth and development. the cost of days of absence of subordinate staff was affected in addition to the mentioned variables by subordinates accountability and well being.

As the four styles significantly correlated to either one or more of the dependant variables, therefore it was recommended that management ensures supervisors implement dimensions of the participative, supportive and ethical style, and avoid the autocratic style.