

**Deanship of Graduate Studies  
Al-Quds University**



**The Relationship between Leader-Member Exchange,  
Organizational Citizenship Behavior and Organizational  
Commitment among UNRWA Health Staff-Gaza  
Governorates**

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**MPH Thesis**

**Jerusalem-Palestine**

**1437 / 2016**

**The Relationship between Leader-Member Exchange,  
Organizational Citizenship Behavior and Organizational  
Commitment among UNRWA Health Staff-Gaza  
Governorates**

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Thesis Submitted in Partial Fulfillment of Requirements for  
the Degree of Master of Public Health/Health Management  
School of Public Health- Al-Quds University

**1437 / 2016**

**Al-Quds University**  
**Deanship of Graduate Studies**  
**School of Public Health**



## **Thesis Approval**

### **The Relationship between Leader-Member Exchange, Organizational Citizenship Behavior and Organizational Commitment among UNRWA Health Staff-Gaza Governorates**

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**Jerusalem – Palestine**

**1437 / 2016**

## **Dedication**

To the greatest man I have in my life, the sun of my life... my lovely father

To the biggest heart with the most loving care, who sacrificed a lot for me to

become what I am now, my mother

To my wife who supported me through each step of the way and for being for

me the greatest source of inspiration... my beloved wife "Sanaa"

To the light of my eyes... my kids "Farah, Layan &Fuad"

To all those who encouraged, supported, and helped me all the way

I dedicate this research for all of them...

Tamer Fuad El Shaer

**Declaration**

I certify that this thesis submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this thesis or any of its parts has not been submitted for higher degree to any other university or institution.

**Signed:**

Tamer F. El Shaer

Date: -----/-----/-----

## **Acknowledgment**

The researcher finds words too humble to express the deep and sincere appreciation and gratitude to be extended to Dr. Bassam Abu Hamad, for everything he did and is doing; particularly for his friendly tutorship, patience, nurturing, transferable experience and unforgettable endless support.

Deep thanks are extended to Dr. Ghada Al Jadba, the chief health director in UNRWA health program for her support in conducting and collecting the data of the study and for her participation in the quality part of my study. Appreciation is extended also to the area health officers and senior medical officers for supporting me in data collection and their participation in the quality part of my study.

Respectful appreciation is extended to Dr. Yehia Abed for his guidance and for his kind support in reviewing the study instrument. Deep thanks must also go for the experts who reviewed the study tools and provided fruitful feedback.

To all my colleagues at UNRWA health centers, who helped me in distributing the questionnaire and collecting the required data, and provide me valuable input to conduct this study.

Whilst words could not pay their dues, to my wife for her constant love and support, who has encouraged me throughout my academic career. Thank you for your belief in me. You have been my pillars of strength!

Finally, my appreciation is presented to all who provide me an advice, support, information, or encouragement in order to complete my master study.

Sincere thanks to my colleagues; staff and friends at the school of public health and UNRWA health department.

*With respect,*

*Tamer El Shaer*

## **Abstract**

*Leader Member Exchange is important for the sustained growth of any organization. It is a bridge between the manager and his/her employees that contributes to the organization's goals achievement. This study explores the relationship between leader member exchange and two managerial domains; organizational citizenship behavior and organizational commitment among UNRWA health staff in Gaza Governorates.*

*Triangulated study design was used. For the quantitative part; 315 employees completed self-administered questionnaire with 92.6% response rate. The researcher used international scales for leader member exchange, organizational commitment and organizational citizenship behavior. Cronbach Alpha readings for these scales were high. In addition, seven key informant interviews and two focus groups with employees were conducted.*

*Findings reflected high scores in leader member exchange, organizational commitment and particularly in organizational citizenship behavior, 76.7%, 76.1% and 85.7% respectively. For leader member exchange dimensions; affect domain scored the highest (82.66%). Regarding organizational commitment dimensions; normative commitment scored the highest 77.74%. With regard to organizational citizenship behavior; courtesy domain scored the highest (90.86%).*

*Inferential analysis shows that employees holding lower qualifications, those who intend to stay at UNRWA till retirement and those who have higher performance appraisal elicited higher mean scores in leader member exchange and the differences between their elicited scores and those of their counterpart colleagues were statistically significant. Findings also show that employees older than 45 years, those with more than 20 years' experience and those intended to stay at UNRWA till retirement had elicited higher scores in organizational commitment and organizational citizenship behavior and the differences between their elicited scores and those of their counterpart colleagues were statistically significant. Also there were no statistically significant differences in the elicited scores of the three scales in relation to participants' gender, marital status, place of work, level of the health center and job position.*

*Findings indicate that there are significant correlations between leader member exchange and the two other managerial domains; organizational commitment and organizational citizenship behavior indicating positive associations between these domains. This means if leader member exchange approach is positively perceived by employees, it would be associated with high organizational commitment and high organizational citizenship behavior. Additionally, the results showed that there were significant positive correlations between leader member exchange, organizational commitment, organizational citizenship behavior and the overall satisfaction about specific work related variables.*

*The study concludes that leader member exchange, organizational commitment and organizational citizenship behavior are high among UNRWA employees; however, there is a room for further improvements. It is important to monitor these important morale related issues and to constantly promote managerial practices especially supervision.*

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## **List of abbreviations**

ANOVA	One Way Analysis of Variance
CMHP	Community mental health program
FGD	Focus group discussion
FHT	Family health team
HR	Human resource
GS	Gaza Strip
LMX	Leader Member Exchange
MOH	Ministry of Health
NGO	Non Governmental Organizations
OCBs	Organizational Citizenship Behaviors
OC	Organizational Commitment
PCBS	Palestinian Central Bureau of Statistics
PHC	Primary health care
SPSS	Statistical Package for Social Science
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East

# Chapter 1

## Introduction

### 1.1 Background

Leadership is a critically important element impacting both organizational and individual success, the influence of leadership is evident in the military, politics, government, universities, and virtually every profit or non-profit organization (Truckenbrodt, 2000). It has been one of the most extensively researched constructs in the behavioral sciences (Milner et al., 2007). Over the past three decades, a growing number of leadership research has been emerged focusing on the dyadic relationship between supervisors and employees, known as Leader-Member Exchange (LMX) theory which began in the early 1970s by George Graen and his colleagues as an alternative theoretical approach to understanding leadership at work, these studies have shown that leaders have a strong effect on their employees' behavior and attitudes (Dam et al., 2008). The central focus of LMX theory is the individual relationship and interaction (a dyadic exchange) between a supervisor and each of their employees. It explains that leaders interact with their employees at varying levels dependent on whether the employees are part of the "in-group" (high quality relationship) or "out-group" (low quality relationship).

Organizational Citizenship Behavior (OCB) is traditionally defined as "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization*" (Organ, Podsakoff, & Mackenzie, 2006, p. 3). These activities are extra-role or not required by the formal job description, directed more at creating effective relationships than effective task completion. When many members of the work unit or the organization perform OCB consistently over time, the result is not just improved interpersonal relationships, but also better organizational performance (Podsakoff et al., 2009).

On the other side, the issue of Organizational Commitment (OC) has become an increasingly common construct for inquiry especially with the increased competition and organizational changes and the perceived impact that a committed worker have on the organization (Chang et al, 2007). In fact, it is believed that committed staff members would believe in the organization mission and vision and increase their ability to strive efforts to achieve the organization's goals (Sias, 2005). So, the existence of OC is considered important in any organization to promote individual and organizational success, especially quality service delivery such as UNRWA (Jaskyte, 2003). OC is necessary for

the long term effectiveness of the organization and it derives from the interaction and trust which a leader nourishes in the organization and especially in employees. This trust stimulates employees to be emotionally attached with the organization and its objectives (ibid).

Now it is generally observed that increased LMX can play a vital role in the organization environment which will lead to more organizational commitment and goal achievement (Vidyarathi et al., 2014). LMX behavior is a bridge between an employer and employee in which supervisor exchange values with employees in a two-way relationship to enhance their performance, adaptability, devotion and responsibilities for better employment experience and organizational effectiveness that resulted in positive appraisal for employee (Harris, Li, & Kirkman, 2014). It facilitates employee with more compatible role taking and making him more committed with the organization to enhance organizational output (Leach, 2005). Lian, Ferris, & Brown (2012) said that in developed countries, the distance between managers and employees is small that making workers more committed and participative in decision making and that trend is growing which have brought leader and member more close to each other than ever. Where in local and regional environment, a coercive way has been adopted to ensure the discipline of workplace which leads to unsatisfied, uncommitted and unmotivated employees which in return will harm their productivity and performance, So LMX is a critically important element that affects both organizational and individual success (Truckenbrodt, 2000). The literature shows that members of the high quality relationship are often given additional responsibility, autonomy, increased communication with their supervisors, and trust in exchange for organizational commitment and performance, which result in higher levels of employees' satisfaction and performance, lower levels of stress and absenteeism (Heischmidt, & Henson, 2008). But on the opposite side members of the low quality relationship do not experience the same amount of responsibility, autonomy, communication, and trust with their supervisors. Inversely, it results in higher levels of supervisor control and directives, lower levels of employee satisfaction and higher levels of employee turnover (Varma & Stroh, 2001).

As many previous LMX researches demonstrated empirical evidence for the relationship between employees' perceptions of LMX with their supervisors and their willingness to engage in OCB and OC, this study will try to highlight on the relationship between LMX and OCB, OC among UNRWA health staff.