The Moderating Effect of Islamic Organizational Culture on the Association of Servant Leadership, Perceived Organizational Support and Team Performance in Palestinian Organizations

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الملخص: هدفت الدراسة إلى التحقق من العوامل الأساسية للقيادة الخادمة استقبال الدعم التنظيمي والتي تؤثر بدورها على أداء الفريق. وعلاوة على ذلك، تحدد الدراسة دور الثقافة التنظيمية الإسلامية وتأثيرها على أداء الفريق بين العاملين في الشركات التي ينتمي مدراؤها وقياداتها لجمعية رجال الأعمال الفلسطينيين في فلسطين. بالإضافة إلى ذلك؛ لتبين الدراسة مدى دمج النظرية الموقفية في القيادة ونظرية الدعم التنظيمي وصلتهما في تطوير الدول بدرجات متباينة. وتكونت عينة الدراسة من 220 مشاركا وتم تحليلها باستخدام نمذجة المعادلة (SEM)؛ لدراسة العلاقات السلبية بين متغيرات الدراسة الكامنة. كما ودرست التأثير الإستطلاعي الغير مباشر للوسيط، والذي أختبر باستخدام التحليل متعدد المتغيرات (MGA)، وتشير نتائج الدراسة إلى أن للقيادة الخادمة واستقبال الدعم التنظيمي؛ تأثير كبير وايجابي على أداء الفريق بين الموظفين في فلسطين، علاوة على ذلك فإن نتائج الدراسة تظهر أن الدعم التنظيمي يؤثر بشكل جزئي كوسيط بين القيادة الخادمة وأداء الفريق، كما وأنها تظهر أن للثقافة التنظيمة الإسلامية تأثير معتدل على أداء الفريق. كما ناقشت الدراسة نتائج البحوث التجريبية السابقة وتطبيقاتها العملية والآثار المترتبة على ذلك في السياق الفلسطيني.

الكلمات المفتاحية: أداء الفريق، القيادة الخادمة، إستقبال الدعم التنظيمي، الثقافة التنظيمية الإسلامية.

Abstract: The purpose of this study is to investigate the fundamental factors of Servant Leadership and Perceived organizational Support and their influence on Team Performance. Moreover, the study identifies the role of Islamic organizational Culture and its impact on Team Performance among Palestinian employees in the business sector. In addition, this study ascertains how incorporating the Contingency Theory of Leadership and organizational Support Theory is pertinent to developing nations with divergent degrees of explanatory power. These theories are used to examine the factors of Team Performance among Palestinian employees from companies whose leaders are members of the Palestinian Businessmen Association. The sample for the present study consisted of 220 participants and used Structural Equation Modelling in order to analyse the causal relationships among the study's latent variables. The indirect exploratory effect of the moderators was examined using Multiple-Group Analysis (MGA). The results of the study indicate that Servant Leadership and Perceived organizational Support have a significant and positive effect on Team Performance among Palestinian employees. Furthermore, the study's findings demonstrate that organizational Support is a partial mediator between Servant Leadership and Team Performance. Furthermore, the findings of the study reveal that Islamic organizational Culture has a moderating effect on Team Performance. The research study also discusses previous empirical findings and its practical applications and implications for the Palestinian context.

Keywords: Team Performance, Servant Leadership, Perceived organizational Support, Islamic organizational Culture

1.1 Introduction

The aim of this study is to examine and investigate the fundamental factors of Servant Leadership and Perceived organizational Support which influence Team Performance. Moreover, the study identifies the role of Islamic organizational Culture as a moderating variable which impacts Team Performance in Palestine. The importance of such a study is two-fold; first the recognition that the number of Muslims in the world is increasing, and second, the number of organizations that are facing failure.

One of the main causes of failure in an organization's project success is the low level of team performance as a result of the leadership style applied. Arora and Kumar (2000), in a study of reengineering projects, also found that failure was primarily linked to the organizational context and could be attributed to a lack of leadership, organizational culture, a lack of integration, and a lack of commitment by senior management (Thompson 2010).

Therefore, high team performance with high integrity is crucial for organizations to ensure that they will achieve an exceptional level of performance (Gardner & Schermerhorn 2004). In this case, high-performing project teams need to be carefully and systematically developed (Ericksen & Dyer 2004).

One of the keys to developing high performing teams is to remember that successful teams do not simply happen; they take much effort and time, as well as proper guidance and support from the team leader. Additionally, they require an organizational culture which enables and fosters team work (Katzenbach & Smith 1993). To attain a high level of team performance, it is necessary to be knowledgeable about what factors influence team dynamics and effectiveness (Mathieu, Heffner et al. 2000).

The responsiblity of building such a team relies heavily on the organization leaders, as a team needs leadership in order to function effectively (Morgeson, DeRue et al. 2009). Leadership in a project environment requires the managers to integrate and lead the work of the project team (Turner and Müller 2005). Hauschildt et al. (2000) stated that the project manager's leadership ability had a direct correlation to project performance (Dainty, Cheng et al. 2003). The success of a project depended more on human factors, such as project leadership, top management support, and the project team, rather than on technical factors (Thamhain 2004). This theory was supported by another study that sought to emphasizes the importance of project leadership as a key aspect of the performance of the team and their ability to be guided to a successful project (Turner and Müller 2005). Further studies such as those undertaken by Kerzner (2006) and Gwaya et al., (2014) found that emphasising the importance of the project manager and project team is crucial for the successful project performance.

A study by the Cambridge University School of Business and Economics concluded that 80% of projects fail due to poor leadership (Zhang and Faerman 2007). The findings further suggested that poor

leadership skills reflected limited or no teamwork, inadequate communication, and the inability to resolve conflicts and other inefficiencies associated with human beings.

Another study done by Kenneth suggested that more demanding market conditions require a stronger focus on leadership, knowledge, and skills to ensure the success of a project – as projects increased in complexity, risk, and innovation (Thompson 2010). A strong leader must have the capability and skills to anticipate, identify, solve, prevent, and learn from problems that arise in the work environment (Thompson 2010). Without appropriate leadership the risk of project failure increases (Shore 2005). Project management leadership has been identified as a fundamental factor for the success of performance (Baker et al., 1983; Pinto et al., 1998; Zimmerer & Yasin, 1998; Hyvari 2000; Finch, 2003).

Leadership challenges have a larger context, which is effectively managing with an understanding of the unique relationship an organization's culture has with the culture of the project team (Schein 2010).

A leader's support perceived by the members of a team is called the Perceived organizational Support (POS). According to Eisenberger, Huntingdon, Hutchinson and Sowa (1986), individuals tend to "form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being." These beliefs which result from exchanges between an employee and employing organization ,are called Perceived organizational Support, and are used to define in this study (Ahmad & Yekta 2010). High levels of Perceived organizational Support creates feelings of obligation to the employers, as well as makes them feel they have to return the employers' commitment by engaging in behaviors that support organizational goals (Pathak 2012). From the social exchange perspective, research has revealed that Perceived organizational Support is positively related to job attendance and measures of job performance (Armeli, Eisenberger et al. 1998, Lambert 2000).

Previous studies have shown that culture and leadership go hand in hand; Gerhard (2003) found that organizational culture and leadership are united. Another study has proven that culture is a powerful and observable force in any organization. It affects the company's well-being as it is made up of its members' shared values, beliefs, symbols and behaviors. Culture directs employees' decisions and actions at every level. It has also been said that the culture of an organization can affect the development of its leadership (Rasid, Manaf et al. 2013). Robbins and Coulter described organizational culture as the shared values, beliefs or perceptions held by employees in an organization (Tsai 2011). Accordingly, organizational Culture can influence the attitudes and behavior of employees because it reflects the values, beliefs and behavioral norms of an employee. Tsai stated that the main reason that internal conflict arises is the result of cultural issues (Johnston 2008).

There are various styles of leadership that may be applicable for dealing with the many challenges faced by a project team (Thomas & Mengel 2008). Situational Leadership, for example, is based on the

premise that a leadership style that may be suitable for one situation may not work for others (Hersey and Blanchard 1988). A concept-based leadership team, reduces focus on top executives and allocates responsibility for the success of organizations in all sectors of the organization (Diskienė, Marčinskas et al. 2010). Transformational Leadership is based on the idea of followership for a higher purpose, namely, to focus on the goals of the organization rather than self interest (Kark & Van Dijk 2007). Transactional Leadership is a social exchange between leaders and followers (Wang, Law et al. 2005). Greenleaf (1977) stated that the servant-leadership model focused first and foremost on the development of others and has a basis in the principle that leaders who serve ensure that "other people's highest priority needs are being served" (Shekari & Nikooparvar, 2012).

Servant-leadership is a leadership model in which the leader assumes the specific role of supporting services oriented toward stakeholders and followers (Greenleaf, 1977). Leaders work to build the skills of the followers, removing barriers, encouraging innovation, and empowering creative problem solving (Puccio, Mance et al. 2010). Characteristics associated with Servant Leadership include: active listening, empathy, healing, awareness, persuasion, conceptualization, foresight, service, commitment to the growth of people, and building community (Washington 2007) — a very different form of leadership and relationship between the leader and follower than is traditional. In contrast other forms of leadership, "leader first" or "self-serving leader", the leader's needs are most vital, and the followers purpose is just to meet the leader's needs (Chathury 2008).

Although there are already several project management methodologies, still a high number of failed projects exists (Cleland 1964, Pinto and Prescott 1988, Elton and Roe 1998, Finch 2003, Matta and Ashkenas 2003, Chabursky 2005, Hyvari 2006, Sumner, Bock et al. 2006). It is believed that the leadership competencies are required for a successful project outcome and performance (Geoghegan and Dulewicz 2008), but there is limited empirical research linking leadership to team performance (Dionne, Yammarino et al. 2004). Further study is needed to prove the theory from Schmid and Adams (2008) that states, Servant Leadership improves the human resource skills needed to mobilize a project team. Examination of Servant Leadership relative to project performance provides project managers useful theories to improve leadership and project team performance (Northouse 2015).

Moreover, according to Gerhard, (2003) organizational Culture and leadership are united (Schein 2010). It was also found that the culture of an organization can affect the development of its leadership (Russell 2001). Concerning Organizational Culture, culture is a powerful and observable force in any organization. It affects the company's well-being as it is made up of its members' shared values, beliefs, symbols and behaviors (Hofstede and Hofstede 2001). Culture directs employees' decisions and actions at every level. Robbins and Coulter described organizational culture as the shared values, beliefs or perceptions

held by employees in an organization (Tsai 2011). It can influence attitudes and the behavior of the employees because organizational culture reflects the values, beliefs and behavioral norms of an employee. As Tsai stated, the main reason that internal conflict arises results from cultural issues.

In addition to this study's intention to evaluate the relationship between Servant Leadership and Team Performance, the researcher's concern is to study organizational Culture from an Islamic perspective; a perspective derived from a set of values based on Quran, Sunna, Ijma, and Quias. The Islamic perspective assists its followers in regard to their understanding of what the organization stands for, the manner in which it operates and the matters of importance (Hoque, Khan et al. 2013). This perspective dictates the process of transmitting and sharing philosophies, vision, mission, values, beliefs, norms, knowledge and skills among the organizational members in the light of Quran and Sunna for achieving the goals of an organization smoothly and efficiently, thereby satisfying Allah (SWTA), (Hoque, Khan et al. 2013). Culture plays a significant role in shaping the behavior of both managers and operatives in an organization, The researcher will use the Islamic value system according to Khanifar, Matin et al. (2011) which includes the values: Itqan and work Solidity, Work obligation, Effort & Perseverance, Work Spirituality, Continuous Improvement, Service-Oriented Moral, and Justice, in order to investigate whether or not there is a moderating effect betweenIslamic Organizational Culture and Servant Leadership, Perceived Organizational Support, and Team Performance.

The projects initiated in predominately Muslim Palestine have mostly failed because the types of leadership models applied to the projects were not suitable and led to low performance. In studies done by Enshassi, Mohamed et al. (2009) and Jarad (2012) the construction industry in Gaza is where most of the projects have failed to succeed, due to low team performance and the increasing failure of organizations to compete (Enshassi, Al-Najjar et al. 2009). Supported by (Shaban 2008) Unrwa reports, many projects finished with problems in both leadership and performance. For example, the project to repair 58 Shelters at Khanyounis area finished with problems in cost and performance (UNRWA 2007); both responsibilities of the leadership. In addition, there are other indicators of performance in the Gaza strip that can be evaluated, such as: project managers, coordination between participants, and leadership. However, the three most important issues related to failures and problems of performance in the Gaza strip include political, economic and cultural issues (Shaban 2008).

To that end, this study aims to provide additional insight into leadership in project management and organizational culture to examine the effect of Islamic organizational culture on Servant Leadership,Perceived Organizational Support, and Team Performance.

Servant-Leadership:

Servant leaders develop people, helping them to strive and thrive (McMinn, 2001). Servant leaders provide vision, gain credibility and trust of followers, and influence others (Farling et al., 1999). According to

the Robert K. Greenleaf Center for Servant Leadership, these are the 10 most important characteristics of servant leaders: listening merge, empathy, healing, awareness, persuasion, conceptualization, foresight, service, commitment to the growth of people, and building community. Which the researcher is going to use it to measure servant leadership in this study.

Team Performance:

Team Performance is the degree to which the project team completes a project efficiently and effectively. Cannon-Bowers, Tannenbaum et al. (1995),Baker, Gustafson et al. (2003). Both task work and teamwork, even though they are distinct components, are important for teams to be effective in complex situations (Kozlowski and Ilgen 2006). The multilevel process that arises when team members are involved in managing their individual task- and teamwork and the teamwork processes, is defined as Team Performance (Salas, Rosen et al. 2009). Additionally, Team Performance can be assessed in terms of effectiveness and efficiency. Effectiveness is the degree to which a team meets the expectations of the quality of the outcome (Tannenbaum, Beard et al. 1992, Chatman and Flynn 2001).

Perceived organizational Support:

Employees have been found to develop general views concerning the extent to which the organization values their contributions and cares about their well-being according to organizational Support Theory(Eisenberger, Huntington et al. 1986, Shore and Shore 1995, Rhoades and Eisenberger 2002). Additionally organizational Support Theory supports that POS meets socio-emotional needs and is used by employees to infer the organization's readiness to reward increased efforts made on its behalf (Boateng 2014). A large body of evidence indicates that employees with high levels of POS judge their jobs more favorably (e.g., increased job satisfaction, more positive mood, and reduced stress) and are more invested in their organization (e.g., increased affective organizational commitment, increased performance and reduced turnover; see review by Rhoades & Eisenberger, 2002). Rhoades and Eisenberger (2002) meta-analysis on POS included 20 performance studies and found a highly statistically significant relationship between POS and performance (Moorman, Blakely et al. 1998, Chen, Eisenberger et al. 2009).

Islamic Organizational Culture:

The perspective of Islamic culture according to Sumarman (2003) is any value, thought and symbol based on Islamic norms which influence behavior, attitudes, faith, and habits of people. Islamic Organizational Culture is a value system taken and developed to be applied in daily life or engaging in

activities using Islamic values according to Islamic teaching or Islamic rule; in other words, the Islamic way of life based on Al-Qur'an and Al-Hadith (Hakim, 2012).

More studies have been conducted on Organizational culture from the Islamic perspective, the set of values based on Quran, Sunna, Ijma, and Quias Al-Bukhari, (1997), Ali, I. (1989), Altalib, H. (1991), and assist organization members in regard to their understanding of what the organization stands for, the manner in which it operates, and matters of importance.

1.2 Problem Statement

Intense research of leadership literature and previous summaries have demonstrated that much has been learnt by contingency theory researchers (Indvik 1986, Yukl and Van Fleet 1992, Fiedler 2015) and have shown that situational factors play a critical role in determining when a particular leadership behaviour is most effective. Empirical evidence suggests Servant-Leadership as a model could contribute to overcoming many leadership challenges faced by project leaders (Thompson 2010).

A study conducted by Mahazan and Razali (2012) suggested that the concept of Servant-Leadership needs to be nourished and enriched with other positive elements such as those rooted in a religious perspective. Leadership as a topic can be studied from many different points of view including military, political, religious or corporate (Randeree 2009). According to MacIntyre (1984), it is necessary to link such a system to a religion in order to maintain cohesion and consistency. This has given an ample gap for further studies to elaborate Servant-Leadership in a different context (Irving & Longbotham 2007).

A recent study has emphasised the importance of the role of a leader in fostering team success (DeRue, Barnes et al. 2010). Numerous previous studies have demonstrated that many projects continue to fail for a variety of reasons (Robertson & Williams 2006). One of the main causes of failure is the lack of effective leadership and/or the style of leadership applied by project managers (Ellemers, De Gilder et al. 2004, Berg and Karlsen 2007, Schmid and Adams 2008). Furthermore, Sabir et al. (2011) presented a model that provides a link between leadership style, organization culture, and organization commitment, and recommended that future research can be conducted with a new variable; i.e. Servant leaders serve the people in their charge with humility and joy. As a result, this leads to a hospitable organizational culture in which all stakeholders feel satisfied (Greenleaf, 1970). Therefore, Servant Leadership creates a thriving organizational culture (Blum, 2002).

A number of studies have suggested that the culture of an organization plays a key role in performance (Pillania, Victoria Garibaldi de Hilal et al. 2009, Heller Baird & Parasnis 2011, Prajogo & McDermott 2011). Previous research into cultural strength has also suggested that cultures which are widely shared are positively linked with company success (Deal & Kennedy (1982); Weick (1985); Grossman &

Weiner (1988); Gordon and DiTomaso (1992). However, some recent researchers have pointed out that universal tendencies in leadership processes also exist in the universal culture position (Fahr, Podsakoff et al. 1987, Dorfman and Ronen 1991, Bass and Avolio 1993), but none of the studies have introduced team performance in the light of organizational culture from an Islamic perspective. There is no clear evidence which shows how leadership affects team performance, or the types of effective leadership apparent in the perspective of Islamic organizational Culture. Moreover, Schein (2010), stated that organizational culture and leadership are united. as a large part of an organization's culture develops from its leadership while on the other hand, the culture of an organization can also affect the development of its leadership.

In majorty Muslim, most projects fail due to the unsuitable types of leadership applied that result in low performance. Studies undertaken by Shaban (2008), Enshassi, Mohamed et al. (2009) and Jarad (2012) determined that in the construction industry in Gaza, the majority of projects fail to succeed due to low team performance and the increasing failure of organizations to compete. The United Nations Relief and Works Agency (UNRWA) reported that many finished projects in Palestine encountered leadership and performance issues. One example is the project for repairing 58 shelters at Khan Younis, in the southern Gaza Strip, which when completed had encountered issues with cost and performance (UNRWA 2007). In addition, there are other indicators of performance in the Gaza Strip such as project managers and coordination between participants and leadership. However, there are three further important issues related to failures and problems of performance in the Gaza Strip; political, economic and cultural (Shaban 2008).

Additional research is needed to explore Servant-Leadership across a wider spectrum of cultures, as the majority of available research studies have relied on samples taken from the United States , China (Schaubroeck, Lam et al. 2011, Liden 2012) and Africa (Hale and Fields 2007, Walumbwa, Hartnell et al. 2010). Islamic organizational Culture has been slowly introduced in the business field (Hoque, Khan et al. 2013).

The author of the current research believes that Islamic organizational Culture will significantly affect the performance in an organization through its leader. Building on the organizational Support Theory proposed by Eisenberger, Hungtington et al. (1986) which refers to employees' perception concerning the extent to which the organization values its contribution and cares about its society; Witte (1991) suggests that involving employees in the work, is one way of determining employees' feelings of organizational commitment and concerns to themselves. Furthermore, high-levels of Perceived organizational Support will make employees generate a sense of obligation and, in turn, they will work harder in order to achieve organizational goals (Kuvaas 2008).

According to Voon, Lo et al. (2011) culture is a powerful and observable force in any organization. It affects the company's well-being as it is composed of its members' shared values, beliefs, symbols and behaviours. Culture directs employees' decisions and actions at any level (Hofstede and Hofstede 2001).

This study will make a significant contribution to the culture and leadership literature by developing an integrative model which combines Servant-Leadership, Perceived organizational Support and Team Performance moderated by Islamic organizational Culture. Thus, this study could be significant for leaders to improve their leadership system and achieve the desired results.

1.3 Research Objectives

1. To investigate the relationship between Servant Leadership and Team Performance
2. To investigate the relationship between Servant Leadership and Perceived organizational Support.
3. To investigate the relationship between Perceived organizational Support and Team Performance.
4. To investigate the mediation effect of Perceived organizational Support on Servant Leadership and Team Performance.
5. To investigate the moderation effect of Islamic organizational Culture on the association of Servant Leadership and Perceived organizational Support and Team Performance.

1.4 Research Hypothesis

1. There is a significant relationship between Servant Leadership and Team Performance
2. There is a significant relationship between Servant Leadership and Perceived organizational Support.
3. There is a significant relationship between Perceived organizational Support and Team Performance.
4. Perceived organizational Support moderates the relationship between Servant Leadership and Team Performance
5. Islamic organizational Culture moderates the association of Servant Leadership and Perceived organizational Support both of which influence Team Performance.

2. Methodology and Analysis

2.1 Research design

This study used the quantitative research design by collecting primary data to answer the research questions and to test the hypotheses. Smith (1983) mentioned that quantitative research is associated with the traditional, positivist, experimental or empirical paradigm. Normally, the sample size for a quantitative research approach is larger than that used for a qualitative research.

The primary data was collected through the quantitative approach using a structured questionnaire design. This is most suitable and appropriate when structural equation modeling (SEM) is used as the main method of analysis (Hair et al., 2010). This study aimed to examine the moderating effect of Islamic organizational Culture towards the association of Servant Leadership and Perceived organizational Support.

2.2 Sample Selection

In this study, data was collected via a self-administered survey using a stratified random sampling method. The employees were from companies whose leaders are members of the Palestinian Businessmen Association, have had some relationship with project initiation, and have served as implementation managers and supervisors. This division is called a stratified sample which is the most probable sampling design because the stratification provides the researchers more information with a given sample size (Sekaran, 2003).

The total number of distributed surveys questionnaire was 350. Of the 350 surveys, 252 questionnaires were returned which represented approximately an 80% response rate. Due to large cases of missing values, 32 questionnaires were excluded from the analysis and thus, a total of 220 usable questionnaires were utilized.

2.3 Descriptive Statistics for Constructs

Mean and standard deviation (S.D) of the measurement scales were calculated. This study used a five–point Likert scale ranging from "1" strongly disagree to "5" strongly agree. The main goal of the study was to explore the moderating effect of Islamic organizational Culture between Servant Leadership and Perceived organizational Support.

Table 1 shows that Islamic Organizational Culture is an important factor for moderating effects between Servant Leadership and Perceived organizational Support towards Team Performance. However, Team Performance (dependent variable) has the highest mean with 4.570 out of a maximum 5. This is followed by Servant Leadership (independent variable) while Perceived organizational Support (mediating variable) has 4.249 out of a maximum 5. This means that the respondents agreed Servant Leadership and Perceived organizational Support are essential towards Team Performance. In addition, the standard deviations (S.D) for all variables range from 0.526 to 0.993, which reflects existence of considerable acceptable variability within the data set.

Table 1 Descriptive Statistics for all Constructs

Variables	Number of Items	Mean	S.D.
Team performance	6	3.83	0.808
Servant Leadership	10	3.82	0.796
Perceived organizational Support	7	3.78	0.644
Moderating Factor: Islamic organizational Culture	12	4.583	.413

2.4 Reliability and Composite Reliability

This study shows two types of reliability that were conducted. The first type was Cronbach's Alpha via the use of SPSS 22.0 and the second type was Composite Reliability (CR). The measurement of reliability provides internal consistency in the measurement of variables (Kim & Cha, 2002). The instrument's reliability is revealed to be more than 0.60 which is acceptable (Hair et al., 2006; Sekaran, 2003). This study conducted two types of reliability tests: Cronbach's Alpha via the use of SPSS 18.0 and Composite Reliability (CR). The current study indicates the reliability (Cronbach's Alpha) values ranged from 0.922 to 0.936. Therefore, all values for reliability constructs were greater than the recommended value of above 0.60. Table 2 below presents reliability (Cronbach's Alpha) and composite reliability for the constructs.

Table 2 Cornbach's Alpha and Composite Reliability for the Constructs

Name of Construct	Construct Code	Number of Items	Cronbach's Alpha	Composite Reliability
Team Performance	TP	6	0.922	0.907
Servant Leadership	SL	10	0.925	0.877
Perceived organizational Support	POS	7	0.923	0.737
Islamic organizational Culture	IOC	12	0.936	

2.5 Confirmatory Factor Analysis (CFA)

The first purpose of conducting Confirmatory Factor Analysis (CFA) was to exclude any scale items or latent factors that were not well fit and thus create the best possible measurement model. The second purpose of performing CFA was to test reliability, validity and unidimensionality of the multi-item measures.

The CFA analysis method was used to examine convergent validity for each variable. In addition, CFA contains several functions including: testing the loading factors in every construct, estimating the measurement error in framework, and confirming the instruments themselves are related to the latent

variables. Therefore, CFA was deployed to determine the set of factors and construct loading items confirmed the requirement that was needed for measuring (Bollen, 1989).

2.6 Measurement Model

As previously mentioned, the CFA analysis method was employed to test convergent validity for each variable. The following sections explain CFA for exogenous and endogenous variables together.

The final model showed that the ratio of the chi-square to the degree of freedom was 3.645, less than 5, and RMSR was 0.066 less than 0.10, indicating a good model fit. Additionally, the RMSEA was 0.072, less than 0.08, which is considered a good fit (Hair Jr, Black et al. 2006). Also, other measures indicated the GOF of the model to the data (CFI = 0.913, IFI= 0.914, TLI= 0.901) which indicates that the model employed in this study was a good fit to data (Schumacker & Lomax, 2004 and Lee et al., 2007). Table 3 presents the resulting statistical estimate of the measurement model for exogenous and endogenous variables. Figure 1 shows the measurement model for exogenous and endogenous variables.
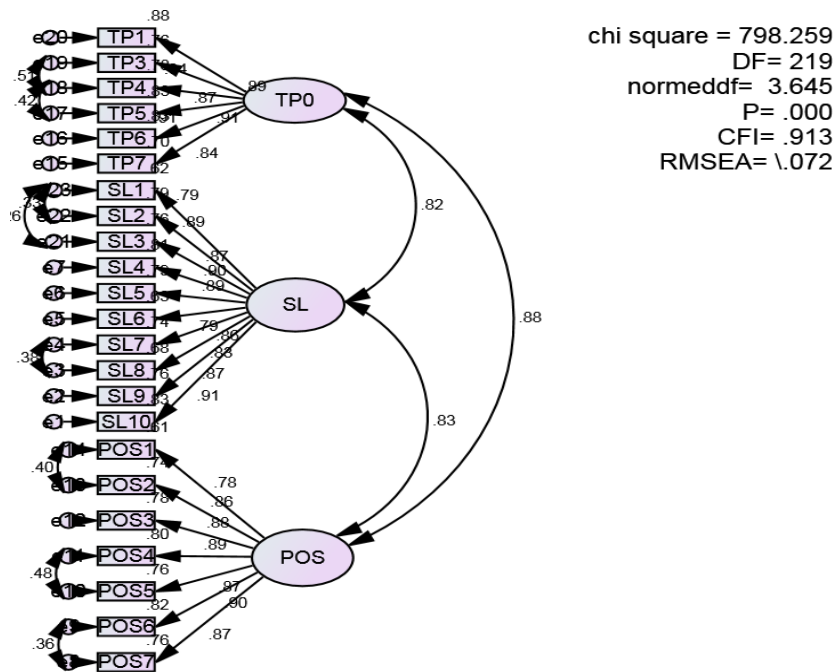

Figure 1: Structural Model for Hypotheses Test

2.7 Structural model

This study was conducted to test five direct hypotheses as discussed previously. The hypothesized model includes received usefulness, perceived ease of use, ICT readiness, awareness and regulatory support on intention towards IBSA. The aim for the hypothesized model was to test the relationship among constructs

which is assessed by GOF such as (NFI ratio, IFI, TLI, CFI, NFI RMSEA, GFI, AGFI) which were carried out to test if the constructs fit the data.

Table 3 below shows the results of the structural model. The value for the normed χ2 is 3.645. Furthermore, (CFI = 0.913), (IFI = 0.914), (TLI = 0.901), demonstrate a good fit for the data, and the results also show that (RMSEA = 0.072) was less than 0.08. Figure 3 indicates the structural model (Goodness of Fit Indices).

Table 3 The Results of the Measurement and Structural Model (Good-of-Fit Indices)

Indictors	Measurement Model	Structural Model	Acceptable Value
Absolute Fit Indices			
Normed χ^2			
Incremental Fit Indices	3.645	3.645	Less than 5
CFI	0.913	0.913	More than 0.90
IFI	0.914	0.914	More than 0.90
TLI	0.901	0.901	More than 0.90
Parsimonious Fit Indices			
RMSEA	0.072	0.072	Less than 0.08
P-value	0.000	0.000	

Source: Author's computation (2014).

chi square = 798.259
DF= 219
normeddf= 3.645
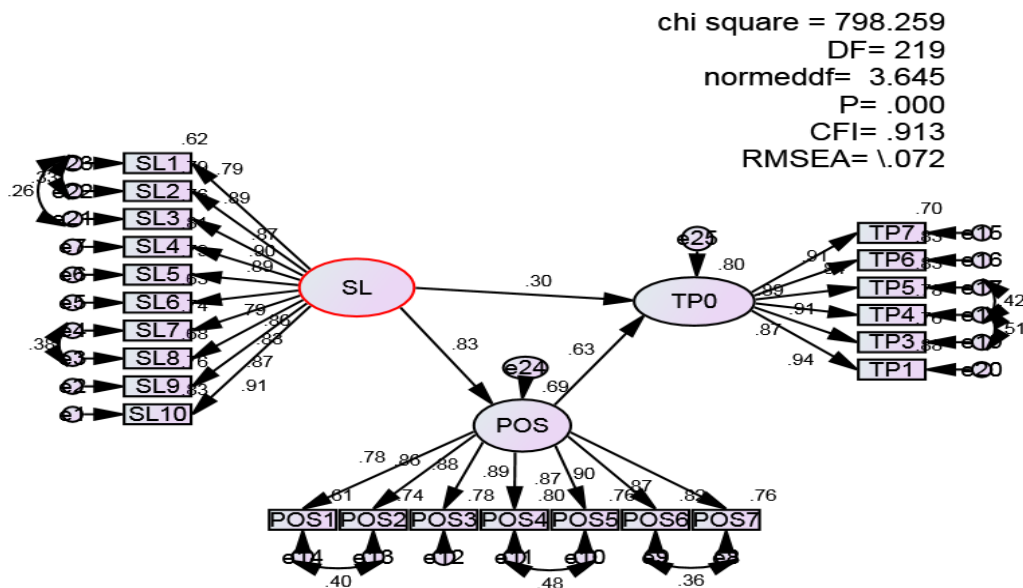P= .000
CFI= .913
RMSEA= \.072

Figure 2: Structural Model for Hypotheses Test

2.8 Squared Multiple Correlation (R2) of the Structural Model

The squared multiple correlation or R2 of the structural model on Perceived organizational Support and Team Performance were 0.69 and 0.080 respectively. Hence, the results show that the exogenous variable, Servant Leadership, explained 69 percent of the variance in organizational Support. In addition, Servant Leadership and Perceived organizational Support explained 80 percent of the variance in Team Performance, as shown in Figure 3 above

2.9 Hypotheses Results

The findings of the empirical study showed five hypotheses related to the aim of this study, all of which were tested. Table 4 below shows hypotheses testing results of the structural model.

Table 4 Hypotheses Testing Results of the Structural Model

Hypotheses	Exogenous Variables	Endogenous Variable	Std. Estimates	C.R	P-Value	Result
H1	SL	TP	.303	4.208	0.000	Accepted
H2	POS	TP	.626	8.228	0.000	Accepted
H3	SL	POS	.838	14.541	0.000	Accepted

2.10 Mediating Effect (Perceived organizational Support)

The findings mentioned in Table 5 suggests that Servant Leadership has a direct impact on Perceived organizational Support, and the standardized coefficient was 0.838. Furthermore, these findings show the direct impact of Perceived organizational Support on Team Performance, and the standardized coefficient was 0.626. Therefore, as previously stated, to evaluate the mediation effect the direct relationship between variables should be tested. Based on the positive direct relationship between the variables, we examined the mediation effect of Perceived organizational Support for the relationship of Servant Relationship and Team Performance; the finding seen in Table 4 reveals a significant relationship. Furthermore, Islamic organizational Culture indirectly impacts Team Performance through its impact on Perceived organizational Support, and the standardized coefficient was 0.325,significantly more than 0.08. As a result, the H4 was accepted.

Table 5 The Mediation Role of Perceived organizational Support (POS) for the Relationship Between Servant Leadership and Team Performance

Model	Direct effect	Indirect effect	Total effect	Significant indirect effect
Servant Leadership Perceived Organizational Support	0.838	-------	0.838	**0.000**
Perceived organizational Support Team Performance	0.626	--------	0.626	**0.000**
Servant Leadership Team Performance via Perceived organizational Support	**0.521**	**0.325**	**0.846**	Significant more than 0.08

2.11 Moderating Effect of Islamic Organizational Culture

To examine Islamic organizational Culture invariance, a simultaneous analysis of Islamic organizational Culture based on the low and high grouping was carried out. In this case, the path coefficient (Servant Leadership Perceived Organizational Support) was constrained to be equal to each other across the groups (low = n1 = 88 and high = n2 = 132). Table 6 shows the change chi-square ($\Delta\chi 2$) value (4.685) is higher than chi-square ($\chi 2$) critical value (4.303) at p<.0.05. Therefore, Islamic organizational Culture moderates the relationship between Servant Leadership and Perceived organizational Support. Hypothesis H5 was accepted.

Table 6 Result of Multiple Group Modeling of Islamic organizational culture

Hypothesis	Model	$\chi 2$	df	Critical value	$\Delta\chi 2$	Sig.	Result
H4	Unconstrained	1203.165	228				
	Constrained	1207.850	230	4.303	4.685	S	Accepted

P< 0.05 S= Significant

3. Research Implications:

The current study presents several findings related to important factors that have a strong influence on Team Performance. Therefore, the findings of the study have several valuable implications for academic practices and organizations.

3.1 Implication for Academic Research:

The findings of this study have several implications on academic research. To start with, combining the Contingency Theory of Leadership and organization Support Theory is applicable to developing countries with different degrees of explanatory power. The success of the combined model of Servant Leadership, Perceived organizational Support, and Islamic organizational Culture are evident from the findings of the study. Moreover, the study's findings reveal the need for testing other variables that may provide more explanation for Team Performance in organizations in developing countries in general, and Palestine in particular.

Moreover, the study suggested that when leaders exert a Servant Leadership style and invest their time and energy to develop their employees, their efforts are highly appreciated. Indeed, the more attention leaders give to the development of their employees, the more motivated those employees will be in performing their duties. This motivation leads to increased effort from employees as they work hard to express their gratitude. Furthermore, the study suggested that Perceived organizational Support is not only a source of increased motivation, but it also plays a mechanism role in affecting Team Performance.

Even though there is a lack of research examining the moderation effect of Islamic organizational Culture on the relationship between Servant Leadership and Team Performance, as well as examining the mediating role of Perceived organizational Support, the researcher can confidently and evidently claim that this study has contributed to the Leadership and organizational Culture literature. This study examines the moderation effect of Islamic organizational Culture on the relationship between Servant Leadership, Perceived organizational Support, and Team Performance thus supplementing previous studies on the topic. The researcher can proclaim that this study is the pioneer for considering Perceived organizational Support as a mediator in the relationship between Servant Leadership and Team Performance. These findings suggest that Islamic organizational Culture is important when exerting Servant Leadership in the organizations in Palestine, as well as enhancing the understanding of Servant Leadership's link with Team Performance.

3.2 Implications for Practitioners

This research focused on the business sector in Palestine, and suggests that Servant Leadership is an effective approach that can influence the behaviors of operational employees in an organization's management. In turn, organization performance as a whole will be enhanced. Management must also realize that the performance of employees can only be enhanced through a mechanism in which the relationship between leaders and employee performance are dependent on the perception of employees about organizational Support.

In short, our findings suggested that organizations that consistently invest in the development of Servant Leadership of its leaders will also benefit through the high performance of their employees, with

the help of Islamic organizational Culture. On the other hand, the organizations in which the employees experience less Perceived organizational Support might have a lower level of performance. These interpretations correspond with previously observed advantages of blending or integrating temporary and permanent employees (e.g. Connelly & Kelloway 2003).

4. Limitations of the Study

This study has several limitations that can be addressed in future research. First, this study discussed a few factors of Team Performance and disregarded other factors such as: Transformational Leadership, Transactional Leadership and organizational Performance. Second, there was no objective assessment of Team Performance. By using a performance assessment from different perspectives the goal was to make the study more objective, however, future research could use a more obiter measure of performance.

Third, the scope of this research was limited to a quantitatively –oriented research question: is there a relationship between Servant Leadership and Team Performance. Qualitatively-oriented considerations such as, why does a relationship between Servant Leadership and Team Performance exist. Fourth, this study targeted only Palestinian employees in the business sector. Therefore, the results of this research do not reflect the behavior of other sectors such as media, education, military and other sectors. Fifth, the population of respondents surveyed is limited to the region of Gaza, therefore the survey lacks comprehensiveness in terms of the coverage of the entire population. Thus, the generalization of the study's findings should be used with caution.

5. Conclusion

In conclusion, the research objectives in this study have been realized in light of previous discussion of the results. This study examined the moderating role of Islamic organizational Culture on Servant Leadership and Perceived organizational Support in order to determine the relationship between Servant Leadership and Team Performance among Palestinian employees. The findings of the study indicate that Servant Leadership and Perceived organizational Support were significant predictors of Team Performance of employees in Palestine. Furthermore, Islamic organizational Culture established a significant relationship as a moderator between Servant Leadership and Perceived organizational Support.

The study proposed combining Contingency Theory of Leadership and organizational Support Theory to account for the utilization of united models within Team Performance behavior, and focused on addressing the applicability of this theory, which was established in developed countries, to other non-western cultures, or developing countries. Overall, the study has tried to view the work values from an Islamic perspective systematically and consider all aspects, not only moral and spiritual aspects of work values, but also the material aspects such as happiness of the work environment and job satisfaction.

Moreover, the findings of this study are supported by a number of past studies which assert the significant impact of servant leadership on organizational support such as (Greenleaf; 1997; Barrow & Mirabella, 2009; Eisenberger et al., 1986). Several past studies have reported findings, including a significant and positive relationship between organizational support and team performance (Vondy, 2010; Greenleef,3003; Reinke, 2004; Zhixia, 2005)

Furthermore, the findings of the study contributed to providing a clear understanding to the management of the business sector in Palestine about how the Islamic organizational Culture affects leadership and reflects on the employee's performance and project outcomes.

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