



**THE BANK MANAGERS' LEADERSHIP STYLE
AND ITS IMPACT ON EMPLOYEES' JOB
SATISFACTION IN LIBYA**

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EMPLOYEES' JOB SATISFACTION IN LIBYA**

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by ABDALLAH AHMED A ALNAGI titled “THE BANK MANAGERS’ LEADERSHIP STYLE AND ITS IMPACT ON EMPLOYEES’ JOB SATISFACTION IN LIBYA” is fully adequate in scope and in quality as a thesis for the degree of Master's Thesis.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master's Thesis thesis. 26/10/2020

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The degree of Master's Thesis by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr Hasan SOLMAZ
Director of the Institute of Graduate Programs

DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

Name Surname : Abdullah Ahmed A ALNAGI

Signature :

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I realize that this thesis is far from being perfect. Thus, I will be pleased to receive any advice, suggestions, or recommendations, to make this thesis better. And I hope this thesis will be helpful for the readers.

ABSTRACT

Job satisfaction is one of the main elements of the success of any company. In other words, companies whose workers are more satisfied are expected to be more efficient and successful. Leadership is seen as a significant indicator and plays an important role between elements of job satisfaction. This thesis explores the types of current forms of leadership in Libyan banks and their effect on job satisfaction from the view point of the employees. The target group was 400 employees of Libyan banks and the population was 204 employees. The researcher created a questionnaire, used as a primary compilation source, consisting of three core elements: first part, questions on the demographic variables of the employees. The second section deals with the metrics of the Bank managers' present leadership styles in Libya and the third with the Bank's employees' work satisfaction. A comprehensive survey of stratified workers at the Banks of Libya has been circulated with four hundred questionnaires. A total of two hundred and four questionnaires (51%) have been returned to the respondents. The findings of the research showed a strong positive association between autocratic leadership and employee's job satisfaction, accompanied by a democratic form of leadership, whereas laissez-fair leadership shows a strong negative relation with employee's job satisfaction.

Key Words: Bank Managers, Leadership Style, Employees, Job Satisfaction.

ÖZ

İş tatmini, herhangi bir şirketin başarısının ana unsurlarından biridir. Diğer bir deyişle, çalışanları daha memnun olan şirketlerin daha verimli ve başarılı olması beklenir. Liderlik önemli bir gösterge olarak görülmekte ve iş tatmini unsurları arasında önemli bir rol oynamaktadır. Bu tez, Libya bankalarındaki mevcut liderlik türlerini ve çalışanların bakış açısından iş tatmini üzerindeki etkilerini araştırmaktadır. Araştırmanın evrenini, Libya bankalarının 400 çalışanı oluşturmakta olup çalışmamıza 204 çalışan katılmıştır. Araştırmacı, birincil derleme kaynağı olarak kullanılan ve üç temel unsurdan oluşan bir anketten yararlanmışır: birinci bölüm, çalışanların demografik değişkenleri ile ilgili soruları, ikinci bölüm, Banka yöneticilerinin Libya'daki mevcut liderlik tarzlarının ölçütleriyle, üçüncü bölüm ise banka çalışanlarının iş tatmini ile ilgilidir. Libya Bankalarındaki çalışanlara yönelik kapsamlı bir anket çalışması yapılmış ve dört yüz anketle dağıtılmıştır. Geri dönüş iki yüz dört anket (% 51) olmuştur. Araştırmanın bulguları, otokratik liderlik ile çalışanın iş tatmini arasında demokratik bir liderlik biçimi eşliğinde güçlü bir pozitif ilişki olduğunu gösterirken, leisez-fair liderlik çalışanın iş tatmini ile güçlü bir negatif ilişki olduğunu göstermektedir.

Anahtar Kelimeler : Banka Yöneticileri, Liderlik Tarzı, Çalışanlar, İş Tatmini.

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ARŞİV KAYIT BİLGİLERİ

Tezin Adı	Banka Yöneticilerinin Liderlik Tarzlarının İş Tatmini Üzerindeki Etkisi: Libya Örneği
Tezin Yazarı	Abdallah Ahmed A ALNAGI
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Anahtar Kelimeler	Banka Yöneticileri, Liderlik Tarzı, Çalışanlar, İş Tatmini.

SUBJECT OF THE RESEARCH

The Bank Managers' Leadership Style and Its Impact on Employees' Job Satisfaction in Libya

PURPOSE AND IMPORTANCE OF THE RESEARCH

Job satisfaction is one of the most important human resource-related outcomes, further, organizations that have more satisfied employees are likely to be more productive and profitable. Among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role.

METHOD OF THE RESEARCH

A questioner was used in collection data and data were analyzed with statistical program.

HYPOTHESIS OF THE RESEARCH AND RESEARCH

PROBLEM

Human efforts and results play an essential part in organizations' progress or failure. As leadership is one of the core elements that influence employee loyalty and efficiency, a study must be undertaken to evaluate management methods among bank managers and the relationship between workers and managers. This helps us to recognize the effect of these leadership approaches on the success of the bank's employees.

According to the problem statement the following hypothesis and research questions are listed as follow:

First research question: Is there a relationship between perceived leadership styles and job satisfaction of banks employees?

H1: There is a significant relationship between leadership styles and bank employee's job satisfaction.

Second research question: Is there a significant relationship between democratic leadership style and bank employees' job satisfaction?

H2.1: There is a significant relationship between democratic leadership style and bank employees' job satisfaction.

Third research question: Is there a significant relationship between laissez-fair leadership style and bank employees job satisfaction?

H2.2: There is a significant relationship between laissez-fair leadership style and bank employees job satisfaction.

Fourth research question: Is there a significant relationship between autocratic leadership style and bank employees job satisfaction?

H2.3: There is a significant relationship between autocratic leadership style and bank employees job satisfaction.

Fifth research question: Are there significant differences in bank employee's job satisfaction according to demographic variables?

H3.1: There are significant statistical differences in bank employee's job satisfaction according to gender.

H3.2: There are significant statistical differences in bank employee's job satisfaction according to age.

H3.3: There are significant statistical differences in bank employee's job satisfaction according to marital status.

H3.4: There are significant statistical differences in bank employee's job satisfaction according to academic qualification.

H3.5: There are significant statistical differences in bank employee's job satisfaction according to monthly income.

H3.6: There are significant statistical differences in bank employee's job satisfaction according to tenor.

SCOPE AND LIMITATION /DIFFICULTIES

► The Study Scope :

1. **The time scope:** the time of the research from January, 2020 to OCTOBER, 2020.
2. **The place scope:** The research will be about all the Libyan Banks which are operational
3. **Human scope:** Employees of the Libyan Banks in Libya will be the population of the research.

► Limitations of the study:

1. Lack of communication with some banks in Libya as the research is being conducted from Turkey
2. Some of the employees did not have time to fill the questionnaire in due time, so researcher had to spend more time to collect the necessary data.
3. Some of the employees did not have electricity and access to internet to fill the questionnaire due to the war on going in Libya, so researcher had to spend more time to collect the necessary data.

CHAPTER ONE

INTRODUCTION

One of the most important factors which make people happy in their life is getting life satisfaction. One of the way that make people happy with their lives is to be comfortable with the field where they spend much of their time, their working lives.

Different work satisfaction concepts exist. Some of the most common are listed below.

The general attitude of work fulfilment is attributable to a particular attitude in three distinct areas: 1) basic aspects of the task; 2) human characteristics; and 3) collective relationship outside the workplace. In other terms, workers are happy with their jobs. This arises if a function meets the standards of the employee. The effects in human resources and perhaps one of the most discussed topics of Management and Industrial Psychology are known as work satisfaction. Moreover, businesses with more happy workers are more efficient and successful. Jobs satisfaction along with other beneficial work characteristics and environmental conditions can result in other desirable results for companies, including low unemployment, decreased absenteeism among workers, improved competitiveness, consumer loyalty and organizational effectiveness. (Kim 2004)

Jobs happiness is positive as workers enjoy employment or work experience (Locke, 1983). Job happiness not only happens when an employee is thankful, but also when they obtain the required material for their career it is the pleasure that workers achieve. When they have people they love interacting with and after completing a job, product or service they feel fulfilled.

1.1. Background

The companies are facing challenging challenges, which are made up of globalization, technologies, the economy and politics, says Uhl-Bien, Marión and McKelvey (2007: 299). In the corporate world the economic climate, the desire for higher engagement and competition pose relentless challenges. Employees are considered to be immaterial assets which participate until performance and growth are

achieved. The process of an individual attempting to manipulate other group members to achieve group goals is known as leadership (Flynn, 2009: 2). Leadership is often seen as a mechanism in which people use themselves and others to bring forward what is best. In recent years, with new leadership models that carry on one or more of their predecessors, the idea of leadership has been changing. The successful style of leadership varies terribly according to Naidu and Van Der Walt (2005: 2). Therefore, the chief should be viewed as a strong force of transformation. In the beginning of the 1970s, transactional and transformational management models were noticed (Flynn, 2009: 6). In the next chapter we will discuss the specifics of these two types.

This study aims therefore to create a relationship between work satisfaction and leadership styles such that the opinions articulated above are systematically called into question.

1.2. Purpose of the Study

This research is intended to accomplish the following goals:

1. Identifies bank managers' leadership styles in Libya.
2. The optimal way to obtain a high degree of work satisfaction is established.
3. Exploration of the influence of sex, gender, pay and hierarchy in order to assess the work satisfaction level of Libyan bank employees.
4. Measuring job satisfaction's level of employees in Libyan banks.
5. To identify employees' understanding of their leader's style.
6. To find out what the employee job satisfaction levels are and find the relation with their leader's style

1.3. Statement of the Problem

Human efforts and results play an essential part in organisations' progress or failure. As leadership is one of the core elements that influence employee loyalty and efficiency, a study must be undertaken to evaluate management methods among bank managers and the relationship between workers and managers. This helps us to

recognise the effect of these leadership approaches on the success of the bank's employees. To accomplish the core objectives of this report, the following questions need to be answered:

1. According to the employees ' point of view, what are the first leadership styles of the bank managers in Libya?

2. What are the most impressive features of these types from the perspectives of the employees?

3. What is the standard of work satisfaction of the Libyan workers?

4. What are the major aspects of the happiness of the workers in Libya?

5. How does the leadership of banking managers contribute to the degree of happiness of the workforce in Libya?

6. Is there any particular factor in which the manager's leadership style gives workers in Libya greater satisfaction?

1.4. Importance of the Study

Job quality is a crucial factor in many organisations that identify performance relevant to human capital. The happiness of employees in their work is directly related to management leadership, so the value of this study is to impact the banking industry and to explore major factors which boost employee satisfaction. In the one hand, greater productivity of workers would contribute to increased quality and operation, on the other, to the performance of the banking industry by enhancing employee well-being. The study's findings will show the effect on work satisfaction of management's leadership practices, which will benefit the banking sector in Libya for the future. In other word Importance of the Study summarised in the following.

1. Job satisfaction is a key element in every organization which defines human resource related outcomes.
2. Employees' job satisfaction has direct relationship with managers' leadership; therefore, the importance of this study lies in its effect on banking sector and

investigating the key factors which improve the satisfaction of employees.

3. On one hand higher level of employees' satisfaction will cause better performance and service, on the other hand the wellbeing of employees will lead to success of the banking sector.
4. The results of this study will show the impact of managers' leadership method on job satisfaction which will be a good help for future of banking sector in Libya.

1.5. Model of the Research

As in Figure 1.1, the conceptual model that has been developed for the study.

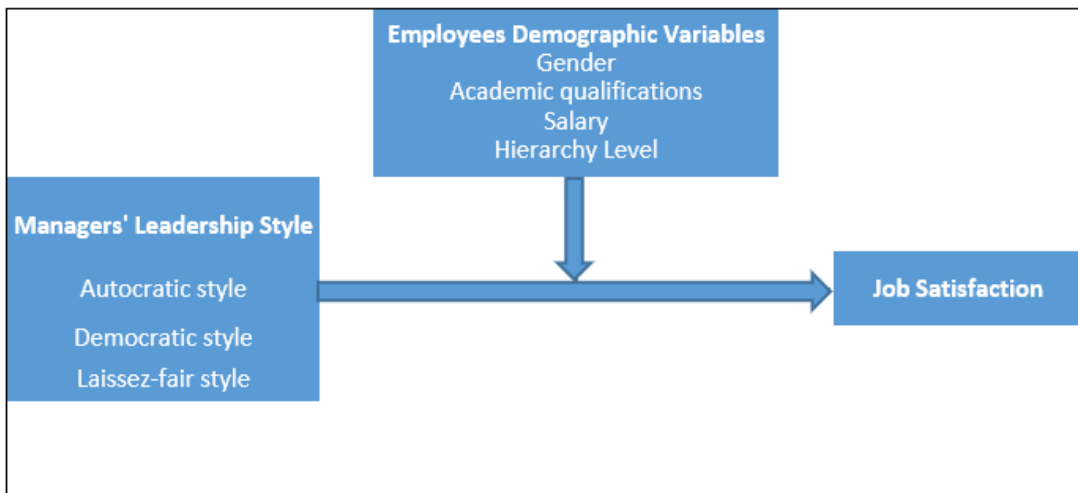


Figure 01. Model of the research.

1.6. Hypothesis and Research Questions

According to the problem statement in the first chapter, the following hypothesis and research questions are listed as follow:

First research question: Is there a relationship between perceived leadership styles and job satisfaction of banks employees?

H1: There is a significant relationship between leadership styles and bank employee's job satisfaction.

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1.7. The Study Limitation and Scope

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2. The place scope: The research will be about all the Libyan Banks which are operational
3. Human scope: Employees of the Libyan Banks in Libya will be the population of the research.

► Limitations of the study:

1. Lack of communication with some banks in Libya as the research is being conducted from Turkey
2. Some of the employees did not have time to fill the questionnaire in due time, so researcher had to spend more time to collect the necessary data.
3. Some of the employees did not have electricity and access to internet to fill the questionnaire due to the war on going in Libya, so researcher had to spend more time to collect the necessary data.

1.8. Libya Banking System

Since the Central Bank of Libya (CBL), the first public bank, was founded in 1956, Libya's banks have become key financial institutions. CBL has 100% possession of the state and is the monetary authority in Libya. All state and private banks are local commercial banks.

Private banks provide customized banking and finance services primarily to affluent clients. These individuals have requires to provide more money than an average citizen in order to maintain their income, thereby providing a platform for them to access diverse traditional and innovative investments. These banks have rewards and investment opportunities for their clients in order to stay faithful.

In the other hand, public banks, mostly made up of government or public members, are totally regulated by the state. State banks' securities are still kept on the

stock exchange. Libyan banks share history, along with changes within governance mechanisms and political systems that can be connected to Libya's political situation. The Ottoman Empire, which launched the first ever Agricultural Bank in 1868 (CBL, 2006), established foundations of Libyan banks. The Italian government founded few Italian banks in Libya after the Italian occupation begun in 1891 to increase the economic and political impact in Libya and to support the credit procedure of Italian settlers. The banks include Bank of Naples, Bank of Rome, Bank of Sicily and Bank of Italy. In addition, it is important to remember that Italian lira trade happens regularly during Italian colonization and increased Italian banks (CBL, 2006). Libyan banks were re-established and amended on realistic grounds with the colonial transition. Since the end of the Italian conquest, followed by British and French governors. This culminated in the formation of Barclays Bank (CBL, 2006) while French and British military rule evolved from 1943 to 1951. Later in 1951, Libya became independent and many international Banks, such as the British Bank in the Middle East and Arab Bank, had been founded between 1952 and 1963. In addition, the development of the first bank to be able to print banknotes along with coins was observed in 1955. The Libyan Government (N. 4/1963) introduced in 1963 a law that required all banks (in Libya), with a minimum control of 51 percent, to have ownership of the investors in Libya (CBL 2006). In 1969 the Libyan government eventually took over the international shares owned amongst commercial banks after Gaddafi's rise to power through a military coup, and that was dubbed the "nationalization of banking." The banks of Umma Bank, National Commercial Bank, Gumhouria Bank, Wahda Bank, and Sahara Bank contained five big banks. Any bank became part of state-owned banks, with the implementation of a Socialist framework in 1977, when the government nationalized private share holding in trade banks too.

Table 01. List of banks in Libya.

Number	Bank name
1	African Bank of Trade and Investment
2	Agricultural Bank
3	Alejmaa Alarabi Bank
4	Al Saraya (As-Saraya) Trading And Development Bank
5	AL-Umma Bank
6	Al-Wafa Bank
7	Aman (Alaman) Bank For Commerce & Investment
8	Aman Bank Building
9	Bank of Commerce & Development
10	Bank of Valletta PLC
11	British Arab Commercial Bank (BACB
12	Central Bank of Libya (the monetary authority in Libya)
13	Development Bank
14	Gumhouria Bank
15	Libyan Foreign Bank
16	Mediterranean Bank
17	National Banking Corporation
18	National Commercial Bank
19	Saving and Real-Estate Investment Bank
20	Sahara Bank (al-Sahari Bank)
21	United Bank For Trade & Investment
22	Wahda Bank

1.9. Definition of Terms

The words used in this analysis are as follows:

Bank: the financial institution that holds funds, provides loans, trades currencies, credits companies, and offers other financial services for individuals and organizations (Macesich, 2000).

Bank Head: Head of the bank's branch office.

Leadership: Leadership is characterized as an individual's willingness to control and enable others to contribute to the aims and accomplishments of their organizations.

Leadership styles: Leadership is a style that contributes to the accomplishment of business goals for the subordinates. There are four major forms of behaviour: the autocrat, the autocrat, the liberal, and the democrats (Lin, 2003).

Leadership competencies: the leading competencies are a collection of skills that an individual should acquire to become a more successful leader.

Management: Management is the planning, preparation and recruiting, managing, and problem solving mechanism which is required in order for an organisation to retain continuity and effectiveness (Skipper, 2004).

Job satisfaction: Job satisfaction applies to the overall conduct, which represents the appropriateness of what is earned and what is supposed to be earned. Job satisfaction Work happiness is a vital part of creating jobs, provided that workers are related to the incentives for workers (Yudiawan et al., 2017: 171)

CHAPTER TWO

LITERATURE REVIEW

This chapter covers literature about impact of leadership types on employees and also job satisfaction in the organization and banking sector.

2.1. Definition of Leadership

Leadership philosophy has expanded. One of the main management components is leadership. This leadership is defined as an outstanding talent connected to the attributes of the personality. The concept of leadership becomes deeper and clearer every day, enhancing the qualities of individuals. Efficient management has a vital role to play in a dynamic and persistent, evolving world, making management one of the most critical needs of any enterprise (Pierce & Newstrom, 1995; Saleh et al., 2018). To excel, executives must have consistent opinions, principles, principles and paradigms that are along the same lines as a healthy and team-oriented workforce. Leadership is described as the capacity to persuade others to accomplish a particular purpose, according to many studies. The method of motivating a group of individuals to accomplish the organization's necessary aims is another concept of leadership (Shackleton, 1995).

Leadership consists of few basics which form its definition:

- 1) Community of individuals employed under a single organisation.
- 2) A leader who can control the actions of community members.
- 3) The nature of a particular item to be retrieved (Kanan 2003).

Leadership succeeds with reaching the purpose of another success and the opportunity to provide a target-oriented squad (Richard and Robert 2009, respectively). Furthermore, leadership is an opportunity for an individual to manipulate a group of workers to accomplish particular objectives.

2.2. Source of Leadership's Power

Leadership and power are considered two related concepts. Power has a critical role in leadership.

Power is characterized as an individual's capacity to manage individuals, information resources or material resources. Leaders also need power and the main question is how do they get their power? Do they get it from their followers?

The main source of leadership which gives the power to the leader are listed as follows:

- Power of expertise: the power of knowledge in which some individuals can influence other people through their relative expertise in a specific area.
- Power of referent: it is the potential impact that a person has due to the strong relationship between the leader and his followers.
- Power of legitimate: is the authority that an individual has in the structure of the organization
- Power of reward: it is a person's capacity to manipulate others because of their ownership over desirable opportunities such as the right to raise compensation or endorse.
- Power of coercive: It is the opposite side of reward in which the person has the power to punish others based on not doing their duties which they are expected to do.

2.3. Leadership Styles

Leadership is a blend of various traits, characteristics and points of view with which leaders communicate with their subordinates. Management behaviors, which combine organizational or personal issues and results to achieve defined outcomes, are known as leadership trends (Al Khajeh, 2018). Leadership is a means to lead, inspire and execute strategies. As an organisation with different kinds of executives, we also have different forms of leadership. A successful leader is often choosing and using an acceptable form of leadership, based on his / her situation. The style of leadership defines a leader as the consistent action type. Organizations now require strong executives who are able to understand the dynamics of dramatic developments in the

global climate. Multiple leadership styles can influence electivity and efficiency of the company. Organizations fail or excel depending on the quality of their leadership. The below are various kinds of leadership styles:

2.3.1. Autocratic Leadership

The autocratic style is characterized by the group leader 's highest influence (Bernhard & Walsh, 1990).

The theory is that to ask people to help in decision-making will lead to a restless productive business. This leadership style is focused (Schwarz, 1995).

Autocratic leadership is something more than decision-making. It seeks to control or manipulate the followers' beliefs and ideas.

Autocratic government can be the primary component of economic principles. Since they are assisted in their judgments by clear reasoning of quality. For these, administrators will be free enough to take their own decisions and will not have to engage in decision-making as subordinates. These leaders might be seen by subordinate leaders as the dominator and as someone who can control their beliefs and proposals and say to others what to do and decide dominantly. Autocratic leadership is better utilized when there is not enough time to decide about the party because the leader is the most experienced individual in the party (Berson & Linton, 2005).

This style of leadership has some major disadvantages:

1. The boss has a large workload: an autocratic leader operates completely by accepting a lot of duties and activities that can cause depression and health issues and can impact relationships with colleagues.
2. People don't like orders, and if someone displays belief and trust they don't like them either.
3. Teaming will focus on its leader: workers will lose faith and ambition in themselves after being trained to get orders and cope well with them. This leads to the lack of interaction between teams of employees to manage the company (Rad, 2004).

In short, an autocratic leader retains absolute power and responsibility and mostly deals with duties and priorities. In order to interact with the community, he employs a single-way contact format.

A leader who uses this strategy displays no faith and trusts in staff who normally distrust the leader.

2.3.2. Democratic Style

The exercises of accountability, delegation and continuing dialogue are encouraged in a democratic leadership model.

The leader of democracy is like a team manager. S / he has the workers going and acting with consideration and concern and he takes their input and viewpoint always into account. The chief addresses with his staff all directives or actions. The workforce efficiency is comparable with and without the leader's intervention (Pierce & Newstrom, 1995).

The democratic model would have numerous benefits, such as enhanced employee satisfaction, enhanced efficiency and lower labor costs. It is assumed, however, that the quality of the information communicated would be favorably influenced by democratic management. Due to the political system, this would enhance the information accuracy. This is meant to be a statement of strengthened ties within the coordinating participants, a subordinate mentality to the business and the will to retain a democratic leadership employee in the group. This pattern was seen as a sign of the employee's loyalty to the enterprise. This illustrates how the employee is associated with the boss (Lawson, 1994).

The sense of balance between the leader and his supporters distinguishes democratic leadership. Decisions and assignments are communicated and inspire followers to improve their management abilities and talents (Taylor, 1997).

In this way, the democracy chief provides the supporters the chance to vote in virtually all of the team 's decisions. The process of political leadership takes time, since the majority of decisions are taken by a collective (Rad, 2006).

2.3.3. Laissez- Fair Leadership

The "hands off" style" is the laissez-faire management style. In this way, the boss offers workers as much as possible little to no direction to rights. Employees are encouraged to identify their own goals, make decisions and address their own issues. (Berson & Linton, 2005)

The equal chief is like a freer. The community and leader shall define the goals, strategies, targets, expenditures and other criteria. This group would then act independently until they seek aid and assistance.

The laissez fair leader focuses more on the participant than on the job. The team members are in open contact. This style can contribute to a lack of solidarity between the team members which often results in low productivity and low satisfaction (Stogdill, 1974).

Finally, the equal leader normally plays an inert, passive and non-directive role.

2.3.4. Transactional Leadership

Transactional leadership relies more on the relationship between leader and followers which is a pleasure exchange design with a purpose to give high benefit to each person in the organization. Transactional leadership focuses on the connection between the leader and employees. The focus of transaction management is on clearing goals, labour conditions, facilities and activities (Saleh et al., 2018).

As Akhila (2018) said, the principle of transactional management is based on two major factors:

Contingent incentive strategy — where workers are praised for meeting the goals or the willingness of subordinates to execute the duties according to the expectations of their representatives.

Management-by-exception-when workers commit errors, supervisors intervene with noticeable processes to enforce acceptable laws. An outstanding boss takes an active and greedy interest in jobs and job monitoring. In the course of discovering

anomalies from the normal process, the chief continuously includes itself until workers make mistakes (Bass & Avolio, 1990).

Transactional leadership is just as important for leaders to boost organisation's performance in this global rivalry. transaction leadership. Transactional leadership should not uphold the same degree of honesty as transition management.

2.3.5. Advantages and Disadvantages of Transactional Leadership

Transactional leadership provides both pros and cons:

Benefits

-- Incentive provides workers with encouragement.

-- The company has a simple framework.

-- A simple statement is made between the compensation and retribution between management and workers.

-- Easy to run.

Drawbacks:

-- Workers' minimal imagination

-- No creation of oneself

2.4. Transformational Leadership

Transformation management concentrates both on the growth and the needs of subordinates. The development and progression of the workers' values structures, their degree of motivation and morals was witnessed by integrating managers with a sense of leadership. The most common transformative element is motivating inspiration. Transformational leadership is a mechanism in which leaders inspire their members to meet and accomplish greater objectives in the group's collective interest.

According to Bass and Avolio (1990), transition leadership consists of many components and these are:

Idealized influence: it's for those leaders whom their subordinates admire. The leadership will do this by bringing the subordinates' demands first. The leader should then take into account the importance of subordinates and show them positive importance. Leaders who follow the style of change leadership will admire, encourage and value their subordinates and help them do successful work.

Inspirational motivation: A goal that is inspiring, empowering and geared towards the future is accomplished. The leaders of change use objectives to inspire and improve employee trust to function at a higher level.

Intellectual stimulation is created as the leaders give their subordinates the chance to deviate from the traditional ways of working to do something more enthusiastically. Intellectual stimulation This allows leaders to inspire their subordinates to work with their challenges in a manner that will be involved.

Taxation: This encourages leaders to instruct and direct their subordinates in the growth of their skills and job efficiency. Employees with lower trust and problem-solving abilities are supported and directed by mentors in the process of preparation as transition mentors reflect on the individual needs for their followers' success and development.

2.4.1. Advantages and Disadvantages of Transformational Leadership

Transformational leadership also inspired fans to innovate and to bring in meaningful improvements. The disruptive leadership has both benefits and disadvantages:

Benefits:

- Having a high motivational degree
- Allow the company to develop and adapt
- Inspire and empower workers to address the problem;

-- Great for new innovations-

-- Have honesty (empathy for others) and relational intelligence

Drawbacks:

-- There is no limit on subordinate correspondence.

-- So centered on large plans, the leader therefore overlooks the issues that could emerge.

Table 0. Comparison of the features of Transformational and Transactional leaders.

Transactional Leader	Transformational Leader
Transactional leadership is a mutual relationship which includes productivity, loyalty and effort.	Transformational leaders have high motivations and they are able to give satisfaction to their subordinates. They also provide the compound to them
Transactional leaders are always looking for ways to hold the status quo in the organization	The transformational leaders leave no space, for the status quo
Leaders with transactional style have a very high confidence and have a demanding behaviour to their organization	Leaders able to plan, apply and develop strategies to achieve the desired vision and have strong analytical abilities, and encourage their subordinates to get involved in the organization also give them confidence
Short term relationship between leader and subordinates	Suitable for long term relationship between leader and subordinates

2.5. Leadership Theories

2.5.1. Trait Approach

The approach to attributes was one of the first leadership ideas. Leadership theory focused and built around a fundamental concept that sought to research and differentiate the unique characteristics and points of view that distinguish leaders from non-leaders. They claim that leadership is innate, meaning a individual is born either as a leader or a subordinate. (Bass & Avolio, 1990). A report by a number of representatives was made public by John W. Gardner. In 1989. He concluded that in every circumstance there are certain elements which make a leader successful. The following characteristics included:

- Physical vitality and endurance
- Knowledge and action-oriented decision
- Responsibility willingness
- Expertise in the mission
- understanding and desires of followers
- Expertise in people relations
- Requirement for performance
- Capacity to inspire individuals
- Bravery and settlement
- Confidentiality
- Determination
- Trusting yourself
- Performance
- Accommodation / flexibility.

2.5.2. Behavioural Approach

Compared to theory of traits, behavioral methodology indicates that leadership can be learned and not born. Leading was studied as a style in this theory. This was focused on contrasting personality and attitudes that can be modeled and studied and improved in reality, which resulted in an interest in leaders in teaching and training (Robbin, 2003).

Behavioral philosophy offers more faith that leadership can be learned and encouraged in a single person, changing behaviors so that leaders can adapt to particular motivations. The primary aim of this principle is to influence leaders' efficiency and to ensure that diverse leadership practices are adapted at various times. The greatest leaders are the ones who can change the way they do things. Instead of concentrating on the appearance and qualities of individuals, it was one of the critical management approaches. During the 1960s, Ohio State University and The University of Michigan published two major leadership experiments. The studies of Ohio University have

suggested various leadership models that are supposed to contribute both to the challenge and to affect the community (Akhila, 2018).

2.5.3. The Contingency Approach

In the early 60s the contingency approach, known as the condition approach, began due to the lack of capacity to address various comportamental factors of one leader of previous approaches (Kast & Rosenzweig, 1973). It demonstrates that if a leader wishes to be effective, he / she should tailor the style to the key facets of the organisation, such as the essence of the role, and the personalities of the workers performing the task (Stogdill, 1974).

Leaders will change their leader's style depending on their people working in the organisation and the situation, which is most important in the situational philosophy. In the other hand, a leader should use different methods to diverse workers on the basis of his role and ability. Successful leadership calls for the same kind of behaviour. This approach was a solution to the issue of the best way of coping with the relationship between attributes, leaders' actions and the situation in which the leader resides. The key belief in this strategy is that the effect on leadership of one variable relies on other variables. Situation management can be grouped into two categories; the situation and the manner in which they affect a leader's behavior, and the particular personality and skill of the leader in various situations (Yukl, 1989).

Hersey and Blanchard's is One of most followed models of leadership in which the situation theory is the capability of an individual who is prepared to accept the burden of his / her actions.

The four types of crisis management philosophy of Hersey and Blanchard are as follows:

1. leadership with Participation: It consists of a high degree of partnership with subordinates engaged in low duties. This leader-driven approach is used when staff perform the job they are expected to do unwillingly or with hesitation.

Hersey and Blanchard also noted that the leader should be conscious if the cause is not driven and that the ability to accomplish the mission is limited.

2. Sales and coaching: This is a technique which leader-driven. This presented when there is a high relation value with the employee and the task is high.

3. Take part and support: This is a technique driven by supporters. The writers said the leaders had a low emphasis on assignments and a strong focus on relationships. The employee is, however, extremely capable, dedicated, and capable, but reluctant.

4. Delegation: is a follow-up technique used where the link with workers is limited and the need for a specific job is limited. The type of delegation is used if supporters are willing to fulfil the role and are prepared to participate.

2.5.4. The Leadership Grid

Robert Blake and Jane Mouton first created the Blake Mouton management grid, also known as the leadership grid in the early 1960s. It is defined as an important and important management study. There are two interpersonal dimensions of the Blake Mouton Control Grid:

People: the extent at which a leader takes the demands, desire and fields of personal advancement into account from his / her team members and considers how to better accomplish the objectives.

Results: the extent to which a leader concentrates on genuine priorities, operational performance and competitiveness, when assessing the best way to accomplish that goal.

Five models of management is based on those by Blake and Mouton, as seen in the diagram below.

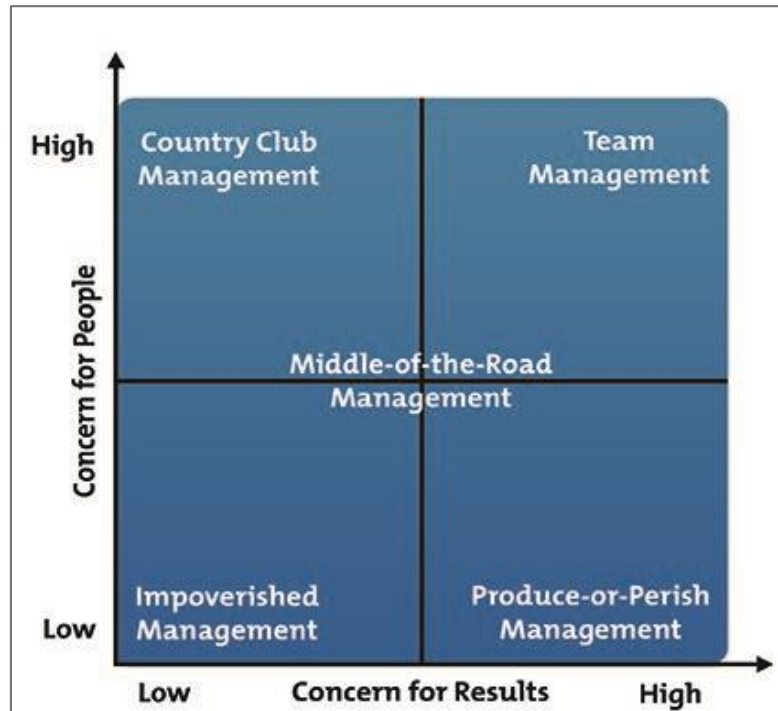


Figure 2. Blake and Mouton defined five leadership styles.

2.5.5. Impoverished Management – Low Results/Low People

And likely, it does not work for the bad or "indifferent" boss. The outcomes would eventually create disorganization, disharmony and frustration with little consideration in designing work processes and a poor commitment in maintaining a satisfactory or inspiring atmosphere for the team.

2.5.6. Produce-or-Perish Management – High Results/Low People

It is sometimes called administrators of "authoritarian" or "authority enforcement." Community people feel their team members are solely a tool to accomplish a goal. The requirements and requirements of the team are subordinate to their effectiveness.

Strict labour laws, laws and guidelines are in place under this autocratic manager. This director will see retribution as a successful means of empowering team members. At first, this approach can yield excellent results, but low team morale and enthusiasm inevitably impair people's performance. The autocratic tyrant strives to keep the performers up.

2.5.7. Middle-of-the-Road Management – Medium Results/Medium People

A Middle-of-the-Road or "status quo" management attempts to make compromise between outcomes and people but this approach is not so successful. By continuous compromise, the management struggles to achieve high success and therefore wouldn't thrive to completely fulfil people's needs. The team would then only have average results.

2.6. Job Satisfaction

Job satisfaction is described as the combination of positive or negative feeling for the work of employees. Furthermore, the excitement and unfavorability of workers for their jobs is their job satisfaction (Davis, 1981). Some researchers believe that employee happiness is a kind of attitude to the place in which employees work.

Job satisfaction is a complex, multidimensional concept that can have various significances for various people. Employment satisfaction is usually linked to motivation but without a clear relationship. Employment contentment is not the same motivation. Jobs joy is more a mentality, more an internal state. For e.g., it may be linked to either a quantitative or a qualitative personal feeling of achievement (Mullins, 2007).

2.7. Organizational Commitment

The corporate commitment is defined according to Akhila (2018) as the strength of a partnership of an individual and the involvement of a certain company. The business responsibility is related to the employee and the company and requires employee happiness. Because of its link to work satisfaction and workers performance, corporate engagement is one of the most regarded trends of organisational activity. Operational engagement is called an independent variable – such as age, expertise and level of education; or an indicator of certain organizational results such as turnover, task loss and execution. The advancement of workers is seen as the key goal of companies to connect with successful employees. This concern is specifically linked to the behavior, efficiency and happiness of employees. There are various perceptions of corporate

commitment: individual traits, working experiences, job styles, team / leader relationships, leadership behavior, and corporate components (Mathieu & Zajac, 1990).

Affective, ongoing engagement and legislative participation are essential considerations in assessing the nature of the corporate undertaking. Although individual characteristics influence organizational engagement, this includes work experience which plays a specific role in the effect, and work investments play an important role in sustainability.

2.7.1. The Global View

The overall view of work satisfaction is like a perception of a person's employment. This approach takes a macro perspective while an employee is the target of concern in the general way viewed. The average number of those in the global strategy

In a single consequence, fundamental elements consisting of the work may cause significant determinants of job satisfaction to be overlooked. Thus, if any facets of low satisfactions are not defined, the approach may be called biased. Although, according to Alegre and Chiva (2006) no authenticity or reliability seems to be compromised, even if a single outcome is obtained.

2.7.2. The Facet View

The facet strategy relies on a variety of considerations, including pay and job conditions, for happiness (Peerbhai, 2005: 12). The level of happiness an individual demonstrates with the various facets of the work satisfies the general quality of the job. The facet approach provides a more rigorous study of employee happiness that specifically identifies efficiencies or failures. It also presents the preference dimensions to others. Different facets of the work are listed across many aspects of employee satisfaction, allowing it easy to spot discrepancies across places of dissatisfaction as companies wish to change. Literature illustrates that whilst job satisfaction is a multi-faceted system, the overall work satisfaction approach in the dimension is more centered. This approach was used by several scholars in their analysis (MacMillan, McGrath and Nerkar, 1996: 167-188). The Minnesota Work Satisfaction Questionnaire developed by Weiss, Darwiss, England, and Lofquist (1967); Smith, Kendal, and Hulin

's Career Descriptive Index (1969), and the Hackman & Oldham Career Diagnostic Survey (1980). In general, work satisfaction can be defined as a multi-faceted framework which takes into account the feelings of employees with regard to a variety of intrinsic and external factors. Simply, it's a nice job to deal in-the work environment that may earn workers high stamina and performance rates (Moe, Pazzaglia and Ranconi, 2010: 1145).

2.8. Effect of Job Satisfaction

Job happiness has a variety of effects for various facets of business lives. Some are discussed within this article, such as the effect of work satisfaction on the productivity of workers, commitment and absenteeism. Loyalty to workers is one of the main things to address among human resources administrators. Loyalty for staff is commonly calculated by a Loyalty Test. If not, the answer would be seriously negative. Three forms of employee commitment exist: commitment, loyalty with respect to love and longevity. Emotional loyalty is when an employee believes like he or she is personally connected to the company; normative loyalty is a kind of loyalty like occurs when an employee thinks that he or she owes something to the organisation, which is because the employee has no chance of seeking a new position anywhere else.

The absenteeism of workers creates a major increased burden for organizations; administrators are also actively finding ways to minimize them to their lowest. Maybe, growing workforce productivity would be the perfect way to minimize absenteeism. The fundamental theory behind this strategy is that the more happy the employee is the less absenteeism.

2.9. Factors of Job Satisfaction

Several variables of workplace satisfaction is influenced by:

1. Wages: According to many studies wages and job satisfaction have positive relationship.
2. Service and role content: As his authority is defined to accomplish a mission, an individual believes like he has value within the company and will be fulfilled.

3. Personal abilities and knowledge: If we do a job to anyone with the capacity and expertise to do so, this satisfies the individual.
4. Promotion and development: Employees' job satisfaction rise when the organization offers promotions and rewards.
5. Leadership style: leadership is highly necessary for happiness in the workplace.
6. Job standards: This determines the degree to which employment practices are recognized.
7. Assets Award: Employees will associate their salary with other workers who do the same role.
8. Autonomy and work control: when employees will be more satisfied when they have more freedom, space, and power in their tasks.
9. Relationship with other team members: A good relationship with other colleagues will satisfy the social needs of employees and this will have an impact on job satisfaction.
10. Individual Factors: Certain variables are related to workers and influence the degree of happiness of their work:
 - a. Gender: Where inequality occurs in the workplace between men and women, women would also be less happy.
 - b. Age: The relation between age and work satisfaction is positive.

Educational level: The employees with higher level of education are more satisfied compare to those with lower education.

2.10. Job Satisfaction Theories

2.10.1. Maslow' Theory

This is a well-known hypothesis, which suggests that each person has five key needs including physiological needs, protection needs, and self-esteem needs.

According to Maslow, these five needs are rational inspiration for people and the lower requirements must be fulfilled before higher demands are reached. These criteria are: the physiological sustainability, protection conditions, connections with others, self-

esteem and self-realization. The realistic idea behind the theory therefore is that leaders should only inspire their subordinates by taking into account the role of the subordinate on the ladder of need (Richard and Robert, 2009).

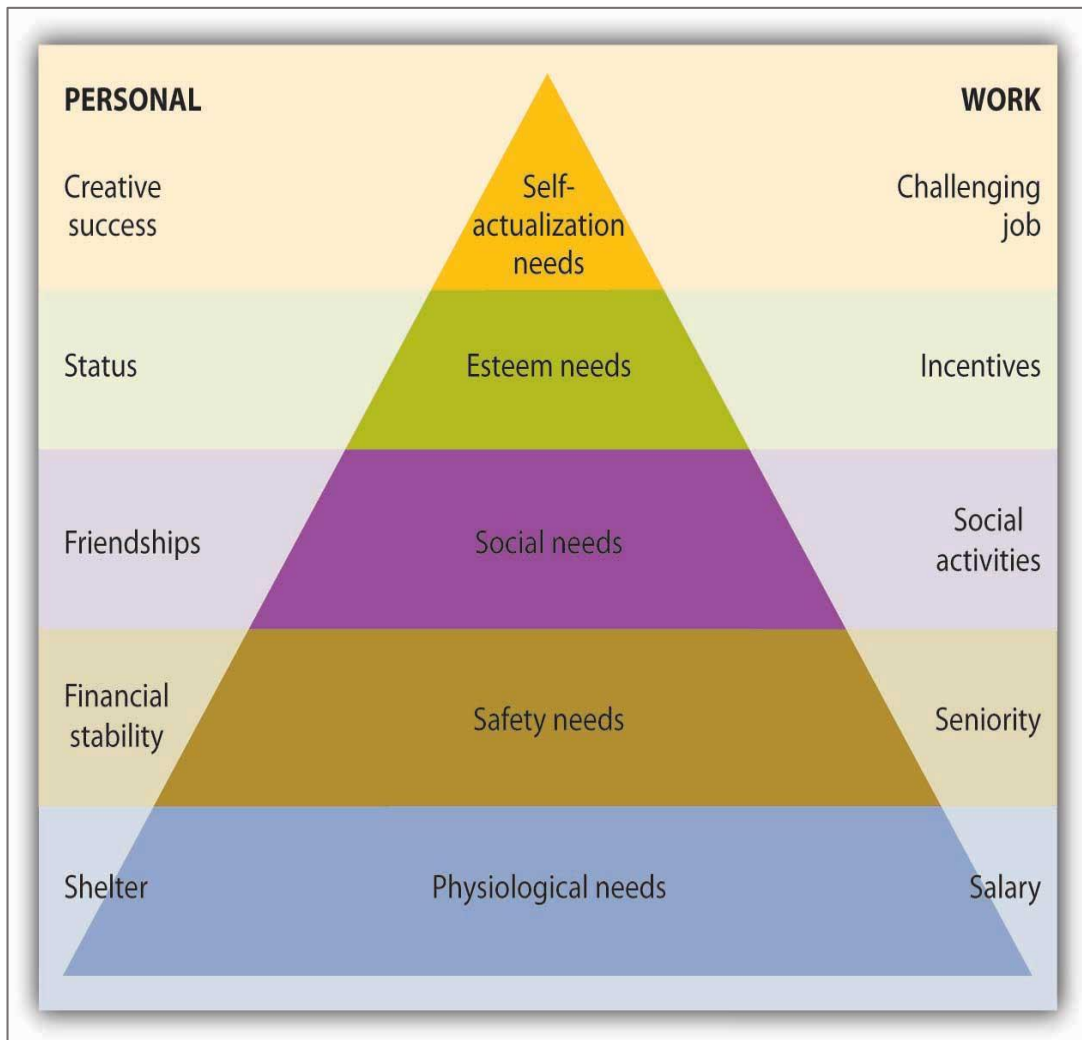


Figure 3. Maslow' theory.

2.11. The Victor Vroom Theory (Expectancy Theory)

The theory of aspirations notes that individuals have different aims and that they will be inspired if they believe in them (Abass, 2003):

- Both success and commitment there is a good connection.
- Desirable results will be compensated accordingly.
- The prize suits the needs of the employee.
- The pattern is strong enough to meet the necessity.



Figure 4. The expectancy theory.

2.12. The Theory of Two Factors of Herzberg

This hypothesis was based on data obtained by Herzberg from interviews with several Pittsburgh engineers and accountants. Following an examination of these interviews he noticed that the attributes of a person's work and the essence of his job tend to be capable of satisfying the needs of his success, ability, reputation, personal importance and self-realization. That's why he is glad and happy. The loss of such satisfaction in work does not, however, seem to induce unhappiness and unhappiness. Instead, unpleasant evaluations of certain jobs components, such as the strategy of the company, management, technological challenges, pay, interpersonal jobs and job conditions, create discontent.

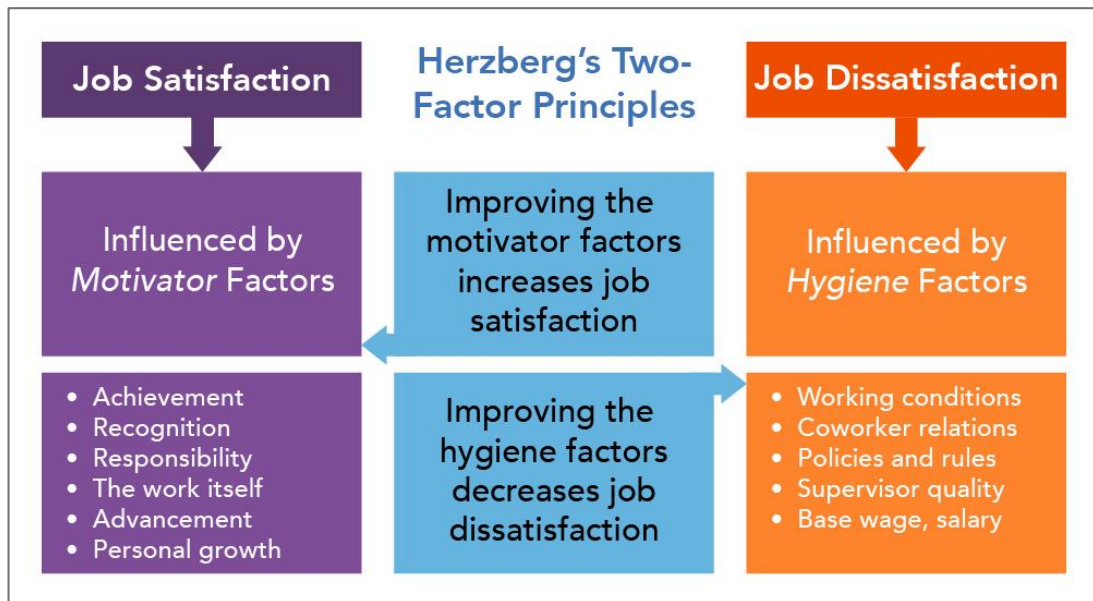


Figure 5. Herzberg two factors theory.

2.13. Theories of Need

This hypothesis is founded on the fact that all people have varying weights and conditions for different people. The severity of these criteria varies and is largely determined by the climate. Odurukwe (2005:251) said any individual has a range of personal needs and this is what affects the individual in their behaviour. People are then inspired to function in such a manner that their interests are fulfilled.

2.14. Hackman and Oldham Model of Job Characteristics

The Job Model was introduced by Richard Hackman and Greg Oldham. Their hypothesis outlines their conviction that particular work attributes improve psychological factors that contribute to motivation, success and happiness.

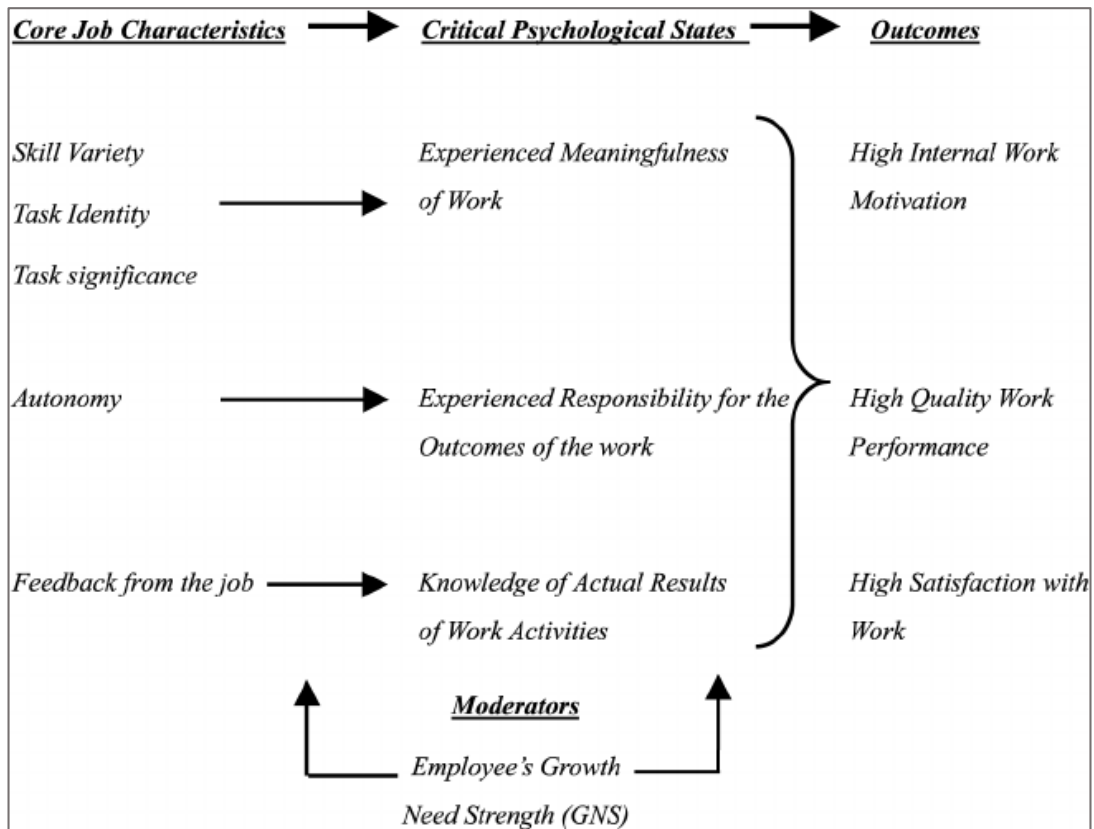


Figure 6. The job characteristics model.

Talent differences, the identity of assignments, the purpose of the task, freedom and positive input are typical of the work (Robbin et al., 2003: 442). The model specifies a correspondence between the aspects of the work itself and the needs of people. In job concept projects, the model has been used extensively. It also reflects on different success and happiness. Jobs enrichment procedures with constructive performance reviews may contribute to better performance and satisfaction.

The foregoing briefly addresses the five main work characteristics:

Autonomy is used as an individual degree of work. It also stipulates how often the employee is able to exert autonomy and independence to accomplish goals, take decisions and schedule of operation. Constructive feedback concerns the sharing of discreet knowledge about an employee's results. The range of skills applies to a level at which an individual must use various expertise and abilities for multiple tasks. The range of skills will also alleviate monotony by making the employee's environment complicated. The work identification refers to the degree to which a job represents the start and end of a job with an observable consequence. The importance of the job

describes how important a single task is. If an employee finds an assignment to be important, the outcome of the assignment would benefit. The mission still holds relevance in the enterprise and in a larger context.

2.15. Theory of Equity

Equity is referred to as a kind of merit or cooperation-based justice. Equity is known as a cognitive assessment process, in which an employee tries to align his / her job and potential incentives. According to the equity principle, the fulfillment of the work not only depends on whether a individual feels that compensation exceeds commitment. Instead, the quality of the work relies on an employee's contrast with other workers in similar jobs. Comparison is more important in philosophy of equities than in earlier theories of motivation.

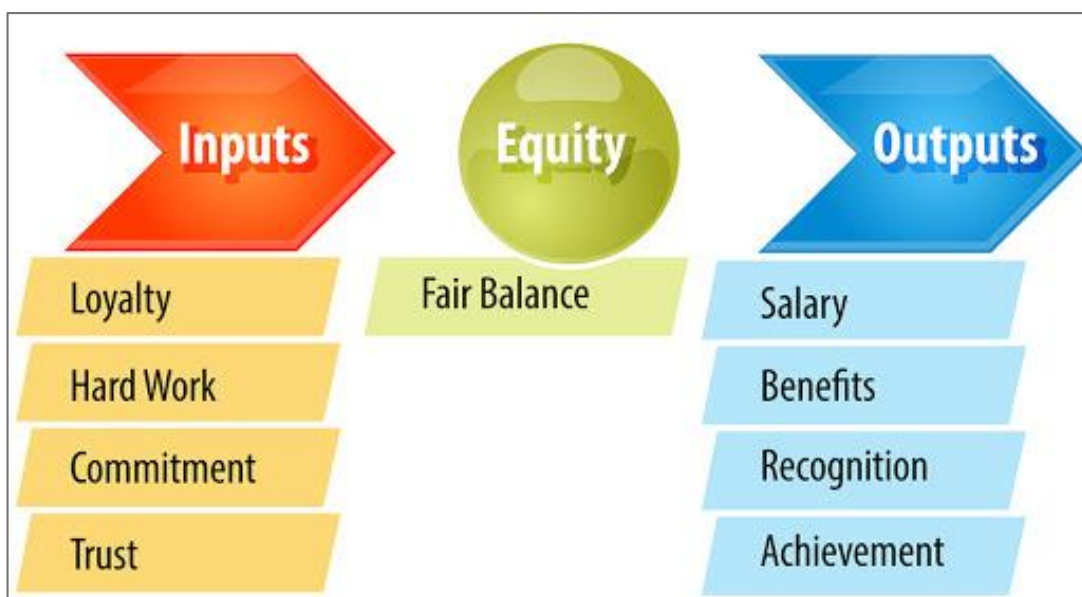


Figure 7. Equity Theory.

2.16. The Relation Between Job Satisfaction and Leadership

The types of leadership have a significant influence on employee satisfaction. One of the most critical aspects of workplace fulfillment or frustration is the degree to which administrators and staff adhere. Managers with supportive contact actions would have a positive effect on the staff efficiency. Chief companies with these attributes boost work productivity (Baltaci et al., 2012). Any findings have found that such agile companies that embrace participatory management as well as contact and job incentives

are fulfilled with their employees and this would result in the performance of the company.

Two key styles of leadership are explored in this chapter, which influence the happiness of our employees: transactional and transformation.

2.17. Superior-Subordinate Communication

Superior subordinate coordination has a huge effect on job productivity. In this way, a subordinate view of the actions of the boss will affect job satisfaction positively or negatively. The partnership of superior subordinates is important to communications behavior such as facial expression, eye contact, voice expression and body activity (Teven, 2007: 156). In interpersonal connections, nonverbal signals play an significant role when it comes to perception development, dissatisfaction, desire, social influence and emotional communication (Burgoon, Buller & Woodall, 1996). The supervisor's non verbal immediacy increases the collaborative participation, which affects work satisfaction with his subordinate. It could be more important than the oral material to use superiors for contacting their subordinates (Teven, 2007: 156). People who do not like and negate their management are less able to engage or inspired to work, while those who are happy to communicate and are more comfortable with their working environment, are more inclined to agree that their managers are good. There is a very critical topic in workplace between the subordinate and the boss. A supervisor using the nonverbal immediacy, friendliness and openness in contact is thus more equipped to obtain constructive input and high job satisfaction from a subordinate who, as an antisocial, undesirable and unable to interact, is inevitably provided negative reviews by his subordinate in the workplace and rather low job satisfaction.

2.18. Leadership Styles and Job Satisfaction

Mester et al. (2003: 73) indicate that a leader 's position has a significant effect on employee satisfaction. Madlock (2008: 64) states that workers are more happy as their supervisors view their interaction (transformation) and mission (transactional) behavior. Here are the core traits of transformational leadership in terms of employee fulfillment, transactional leadership and laissez-faire leadership.

2.19. International Studies

2.19.1. Studies About Leadership Styles

Chen (2004) seek to test the principle of leadership performance and the impact of matching leadership style to employee preparation on a set of leadership result measures in the Hersey and Blanchard Situation Leadership Theory (SLT). Employee retention, workplace efficiency, work stress and intention of recruitment were the steps taken. SLT says that an successful leader takes a style of management based on subordinates' potential and enthusiasm for a particular mission. The result did not support SLT prediction that a match between management and managerial desire would raise managerial and efficiency levels and minimize job tension and plan to resign. The findings did not support SLT predictions. In that the stronger the leadership the more powerful the power of the leaders is, however, partly endorsed SLT. The leader's success was nevertheless not expected. The relationship between capability and desire, employee retention and work performance was positive. The willingness of workers was good for the enjoyment of their jobs and the efficiency of their employment and was associated negatively with attrition.

Javed et al. (2014) have reported that the connection between the styling of transactional leadership and employee satisfaction is more important than the style of transactional leadership. In order to boost employee happiness, the authors proposed findings of their analysis to the senior management of the banks. This can only be achieved by preparation of transactional leadership for workers of branches. The research employed 230 people in five chosen private banks from four districts in Pakistan's Punjab province. Following an overview of the high and weak points of these types of transformational and transactional leadership, further analytical study is required to clarify the two principles.

Verma Research (2014) addressed the impact of leadership styles in UAE private schools on teacher satisfaction. Verma said that the transformative models of leadership play a major role in teacher satisfaction. She has also addressed the optimistic predictive link to the work material of teaching faculty as well as the strength of encouragement and individualized forms of concern leadership.

The relationship between transition leadership and jobs satisfaction among 133 bank staff in Lahore , Pakistan, have been discussed in Bushra, Usman and Naveed (2011). They found that transformative leadership has a favorable effect on 42 percent of participants' general happiness, reflecting their affinity for that particular type of leadership.

Voon et al. (2011) suggested that a dynamic leadership style has a closer association with employee satisfaction in their analysis of two hundred Malaysian executives working for public sector. This suggests that disruptive leadership is considered ideal for governance. The study in Malaysia was aimed at identifying transactional and transition management dimensions that have an effect on the happiness of workers in Malaysia in the public sector.

The study of the relationship of leadership and worker satisfaction in Tehran's Islamic Azad University branches, the Iranian style of leadership (international variable), which influences the workplace satisfaction (the dependence variable), was conducted by Hamidifar in Iran (2009). Findings were transformational , transactional and employee-level leadership types and their work was reasonably fulfilled. The multiple aspects of leadership have varying impacts on work satisfaction components of the employee. Personalized emphasis and laissez-faire are good predictors of all variables for work satisfaction.

According to Mangkunegara & Huddin (2016), in order to evaluate the relationship between transformational leadership and worker satisfaction and the impact on employee efficiency, has studied the impact of transformational management on the performance of employees. The optimistic and important effects on success would be transformational leadership and employee fulfillment, either in part or at once.

Rana (2015), in Bangladesh, worker satisfaction evaluations The impacts of various human resources management activities such as role control, the work atmosphere of teams and the actions of leaders in the Bangladesh Banking Sector are studied. This research also explores the key labour satisfaction indicators in the banking sector in Bangladesh. This research further analyzes the disparity in job happiness between men and women. There is a positive and important connection between employee satisfaction and human resources management strategies such as teamwork,

employee integrity and leadership behaviour. Results of this research indicate that men and woman staff vary substantially in work satisfaction rate.

Previous research like Ojokuku, Odetayo and Sajuyigbe (2012) found that work satisfaction depends heavily on leadership. Flexible companies are participatory, collaborative and employee friendly in management style. The type of change leadership increases the quality of the jobs. Research demonstrates that effective leadership strengthens the organization's awareness and engagement.

Awamleh & AlDmour (2004) concluded that the degree of employee satisfaction is determined by the transactional and transition leadership. Transformation leadership, however, has a greater effect than transactional leadership on job satisfaction.

Prior to Herman & Chiu (2014), transformational leaders believe in enhancing the morale and happiness levels of workers.

The transactional leadership model is satisfying and punitive according to Saleem (2015). The transaction chief recognizes employees who have accomplished the expected objectives. Instead, underperforming employees are disciplined. Promotional incentives and pay rises could be feasible. Punishments may be fined and wage increases decreased. Past research has demonstrated that such leadership style in all circumstances could not be successful. The morale of workers relies on contracts (i.e. incentives and penalties), under transactional leadership. Therefore, long-term success and happiness would be influenced by transaction leadership.

Some research, such as Jansen, Vera and Crossan (2009), have shown that no transactional or transformational leadership models will increase the level of commitment and happiness of employees. They advocate that workers favor elements of transformative leadership motivation and consideration. In comparison, workers prefer transactional management's contingent incentives component. In the opposite, some studies have shown that both management and job happiness favorably impact workers.

CHAPTER THREE

RESEARCH METHODOLOGY AND DATA ANALYSES

3.1. Research Objective

This research has been undertaken to evaluate the effect of management styles on employee happiness in the Libyan banking system and organizational engagement. Five study questions in chapter 1 are based on the methods. In this chapter, the study process, architecture, participants, data selection, instrumentation, validity, and reliability are discussed, and data analysis is evaluated. We would be able to determine the value of leadership in Libyan banks by evaluating the data from the participants.

3.2. Sampling Design

3.2.1. Target Population

The goal number of people who could be investigated in the study is, according to Roland Loganathan (2013). Results from the survey population should also be used for generalization. Both employees of the numerous banks in Libya were interested in this report. The target demographic was 400 workers, but due to some constraints, the number declined to 204 later clarified. The research in this category was carried out because they are influenced by the organizational styles used by the boss, shifting employee satisfaction levels.

3.2.2. Sample Method

A purely random sample was used in this study. Simple random sampling gives each member of the population the same chance, according to Roland Loganathan (2013), to be included in the survey. This sampling approach has practically no risk of human prejudicialness, since it does not rely on the availability of employees.

3.2.3. Data Collection

Staff of numerous banks in Libya have been contacted via email, Facebook messaging and WhatsApp. The workers were sent a questionnaire and given roughly

one month for completion. The participants subsequently submitted the completed questionnaire via e-mail and evaluated the responses.

3.2.4. Description of Questionnaire

Data were collected through a questionnaire in this study. There are three sections of the questionnaire. The first part deals with general employee statistics, such as age, academic qualification and the monthly wages, the second part contains questions about the dominant leadership style of employee bank managers which decided the management styles used in the bank. Part three consists of concerns about the employee's work satisfaction, the factors impacting workplace satisfaction and the company's involvement.

The survey was used as the primary method for data collection, because it offers several benefits. A questionnaire is the easiest and most effective way to obtain data in contrast to other approaches such as telephone interviews or group interviews so members can answer the questions without disclosing their identity. Furthermore, the respondents' relaxation will answer the questionnaire. It would truly allow knowledge to be revealed, removing weaknesses that may exist due to the participants' bias.

3.3. Scales Validity and Reliability

3.3.1. Leadership Styles Scale

The rotated elements matrix of leadership styles sizes, as seen in Table 3.1 below. The 39 objects were mainly evaluated by the factor components (Varimax with Kaiser Normalization).

Table 2. Rotated Component Matrix.

	Component		
	1	2	3
LS22	.823		
LS17	.797		
LS18	.791		
LS21	.788		
LS15	.768		
LS20	.753		
LS16	.738		
LS25	.726		
LS19	.673		
LS24	.671		
LS14	.628		
LS23	.613		
LS34		.813	
LS33		.765	
LS30		.764	
LS29		.739	
LS39		.734	
LS28		.714	
LS37		.683	
LS35		.667	
LS31		.635	
LS9			.760
LS11			.745
LS7			.739
LS10			.676
LS2			.546
Explained Variance (%)	37.213	11.832	9.273
Total Explained Variance (%)	58.318		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.917		
Bartlett's Test of Sphericity: $\chi^2 (325) = 3083.983, p < .001$			
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

The sample adequacy for analysis has been confirmed by the Kaiser – Meyer – Olkin scale $KMO = .917$. The Bartlett sphericity test is used for checking for associations between variables, the matrix for associations is strongly correlated with at least some of them, $\chi^2 (325) = 3083.983, p < .001$. Original analysis for each element in the results was done to get its own values. Seventeen objects have been removed because of cross-loading or insufficient load factor. Three reasons explained the difference in a

mixture of 58,318%. The first factor is the style of democratic leadership, second factor the laissez-faire style of leadership and third factor the autocratic leadership style. Table (3.1) displays variation and factor loads after rotation clearly shown by each factor. Results demonstrate a validity of the measure.

Table 3. Reliability Statistics of leadership styles' scale.

Scales and sub-scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Leadership Styles	.717	.733	26
Democratic leadership style	.933	.933	12
Laissez-fair leadership style	.910	.909	9
Autocratic leadership style	.749	.751	5

Table (3.2) shows Reliability Analysis for Leadership Styles Scale. The scale had a satisfactory reliability, Cronbach's $\alpha = .717$. Sub-scales reliability ranged from .749 to .933. The scale and sub-scales have reached satisfactory Cronbach's Alpha value. Results indicate that the scale and the sub-scales can be used in measurement of the indicated variable.

3.3.2. Job Satisfaction Scale

The trend matrix of the Employee Satisfaction scale can be found in the table 3.3 below. The 26 objects were examined mainly for the criterion (Oblimin with Kaiser Standardization).

Table 4. Pattern Matrix.

	Component			
	1	2	3	4
JS2	.882			
JS9	.799			
JS6	.785			
JS1	.736			
JS4	.695			
JS8	.685			
JS7	.667			
JS5	.663			
JS3	.631			
JS19		.878		
JS22		.763		
JS18		.720		
JS21		.708		
JS24		.499		
JS11			.820	
JS13			.778	
JS12			.744	
JS17			.728	
JS20			.524	
JS25				.824
JS23				.738
JS16				.600
JS15				.495
Explained Variance (%)	31.905	12.210	8.856	5.964
Total Explained Variance (%)	58.935			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.869			
Bartlett's Test of Sphericity: $\chi^2 (253) = 1987.380, p < .001$				
Extraction Method: Principal Component Analysis.				
Rotation Method: Oblimin with Kaiser Normalization.^a				

The tests from Kaiser – Meyer – Olkin tested the adequacy of the test sample, KMO = .869. The Bartlett sphericity test helps to test for the existence of associations between the variables and for at least some of the variables the matrix for associations $\chi^2 (253) = 1987.380, p < .001$. Original analysis for each element in the results was done to get its own values. Three objects were omitted because of cross-loading or low load factor. 58,935 percent of the variance is explained by four composite variables. Factor one is supervision satisfaction, factor two is advancement satisfaction, factor three represents salary satisfaction and factor four represents work and living environments.

Table (3.3) demonstrates the variance and load factor after rotation explained by each factor. Results demonstrate a validity of the measure.

Table 5. Reliability Statistics of job satisfaction scale.

Scales and sub-scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Satisfaction	.905	.905	23
Satisfaction with supervision	.901	.902	8
Satisfaction with promotion	.801	.802	5
Satisfaction with pay	.835	.834	5
Satisfaction with nature of work and work conditions	.684	.689	4

Table (3.4) displays Leadership Types Scale Reliability Analysis. Cronbach's $\alpha = .905$ was of satisfactory reliability. The reliability of sub-scales varied between .684 and .901. Cronbach's Alpha value was acceptable for the size and three sub-scale. Cronbach's Alpha value is = 684, but the mean inter-item correlations are adequate, since it falls between the ideal range for intersection between the 2, 2 and, 4 (Briggs and Cheek 1986). The underestimate Satisfied with the existence of function and circumstances is 684. Results demonstrate that the calculation of the indicated variable can be used in the scale and sub scales.

3.4. Statistical Analysis

3.4.1. Descriptive Statistics of Demographic Variables

Table 3.5 Shows descriptive statistics of demographic variables. Questionnaires were completed by 204 bank employees.

Table 6. Descriptive statistics of demographic variables.

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Males	122	59.8	59.8	59.8
	Females	82	40.2	40.2	100.0
	Total	204	100.0	100.0	
Age	Old	93	45.6	45.6	100.0
	Young	111	54.4	54.4	54.4
Marital status	Singles	70	34.3	34.3	34.3
	Marrieds	134	65.7	65.7	100.0
	Total	204	100.0	100.0	
Academic qualification	Undergraduates	98	48.0	48.0	48.0
	Postgraduate	106	52.0	52.0	100.0
	Total	204	100.0	100.0	
Monthly Income	Low Income	122	59.8	59.8	59.8
	High Income	82	40.2	40.2	100.0
	Total	204	100.0	100.0	
Tenor	Non-tenured	95	46.6	46.6	46.6
	Tenured	109	53.4	53.4	100.0
	Total	204	100.0	100.0	

Of the respondents, 59.8% (n = 122) are male, while 40.2% (n =82) are female. More than half, 54.4% (n =111), are of young age (below 38 years old) while 45.6% (n= 93), are of older age (above 38 years old). Of the respondents 66.7% (n=134) are married while 34.3% (n=70) are singles. Education wise, postgraduates (Master and PhD.) represented 52% (n=106) while undergraduates make 48% (n=98). More than half, 59.8% (n= 122) are of low income (2000 LD or less) while 40.2% (n=82) are of high income (above 2000 LD). Finally, tenured faculty members were represented by 53.4% (n= 109) in the sample. The percentage of nontenured bank employees was 46.6% (n =95).

3.5. Descriptive Statistics of Scales, Subscales and Items

3.5.1. Descriptive Statistics of Leadership Styles (Scales and Items)

Table 3.6 shows descriptive Statistics of Leadership styles Scales and Items.

Table 7. Descriptive Statistics of Leadership styles Scales and Items.

	N	Mean	Std. Deviation
Democratic leadership style	204	3.56	.699
LS14	204	3.71	.872
LS15	204	3.56	.889
LS16	204	3.46	.959
LS17	204	3.51	.923
LS18	204	3.47	.985
LS19	204	3.38	1.036
LS20	204	3.66	.877
LS21	204	3.50	.896
LS22	204	3.59	.960
LS23	204	3.66	.864
LS24	204	3.71	.854
LS25	204	3.57	.915
Laissez-fair leadership style	204	2.58	.797
LS28	204	2.50	1.039
LS29	204	2.60	1.029
LS30	204	2.43	1.083
LS31	204	2.75	1.009
LS33	204	2.38	1.051
LS34	204	2.49	1.134
LS35	204	2.90	1.012
LS37	204	2.62	.968
LS39	204	2.57	1.078
Autocratic leadership style	204	3.81	.583
LS2	204	3.70	.844
LS7	204	3.89	.795
LS9	204	3.86	.839
LS10	204	3.73	.850
LS11	204	3.87	.798
Valid N (listwise)	204		

Autocratic leadership style has the highest mean score (M= 3.81, SD= 0.583) in a five points scale, followed by democratic leadership style (M= 3.56, SD=.699) while laissez-fair leadership style has recorded the lowest mean score (M=2.58, SD= 0.797).

Descriptive statistics of bank employees' Job Satisfaction (Scale and Items)

Table 8. Descriptive Statistics of Job Satisfaction Scale and Items.

Descriptive Statistics			
	N	Mean	Std. Deviation
Job Satisfaction	204	3.50	.476
JS1	204	3.45	.964
JS2	187	3.43	.861
JS3	204	3.38	.849
JS4	204	3.43	.860
JS5	204	3.33	.908
JS6	204	3.54	.856
JS7	204	3.29	.915
JS8	204	3.39	.850
JS9	204	3.44	.883
JS11	204	3.24	.989
JS12	204	3.06	1.039
JS13	204	3.31	1.095
JS15	204	3.31	.940
JS16	204	3.60	.759
JS17	204	3.45	.943
JS18	204	4.00	.821
JS19	204	3.90	.716
JS20	204	3.65	.922
JS21	204	3.84	.726
JS22	204	3.89	.757
JS23	204	3.44	.871
JS24	204	3.85	.689
JS25	204	3.50	.833
Valid N (listwise)	187		

Table 3.7 shows descriptive Statistics of bank employees' Job Satisfaction scale and items. The scale had a mean score of (M= 3.50, SD= 0.476) in a five points scale. Item JS18 had the highest mean value (M= 4.00, SD= .821) while item JS12 had the lowest mean value (M= 3.06, SD= 1.039).

Answering research questions:

First research question: Is there a relationship between perceived leadership styles and job satisfaction of banks employees?

H1: There is a significant relationship between leadership styles and bank employees job satisfaction

Table 9. Dichotomized Job satisfaction * Dominant Leadership Styles Crosstabulation.

			Dominant Leadership Styles				Total
			Multiple	Democratic	Laissez-fair	Autocratic	
dichotomized Job satisfaction	Not Satisfied	Count	4	18	20	53	95
		% within dichotomized Job satisfaction	4.2%	18.9%	21.1%	55.8%	100.0%
		% within Dominant Leadership Styles	26.7%	23.4%	87.0%	59.6%	46.6%
		% of Total	2.0%	8.8%	9.8%	26.0%	46.6%
	Satisfied	Count	11	59	3	36	109
		% within dichotomized Job satisfaction	10.1%	54.1%	2.8%	33.0%	100.0%
		% within Dominant Leadership Styles	73.3%	76.6%	13.0%	40.4%	53.4%
		% of Total	5.4%	28.9%	1.5%	17.6%	53.4%
Total	Count	15	77	23	89	204	
	% within dichotomized Job satisfaction	7.4%	37.7%	11.3%	43.6%	100.0%	
	% within Dominant Leadership Styles	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.4%	37.7%	11.3%	43.6%	100.0%	

Table 3.8 shows dichotomized Job satisfaction and dominant Leadership Styles Crosstabulation.

Employment satisfaction has been dichotomized to reflect fulfillment and dissatisfaction with values greater than 3.5. As seen in Table 3.8, 53.4 percent (n = 109) were rated by this definition of work satisfaction, with the remaining 46.6 percent (n = 95) being regarded as dissatisfied.

The leader scale with the highest score has emerged as a prevailing element in style. Autocratic was the most prevalent model recorded and the largest scale of respondents was 43.6% (n = 89). The second most commonly reported was democratic, the dominant form of respondents reported at 37.7% (n=77). The laissez-fair management was the most common one, but only 11.3% (n=23) of the exhibit reported this type of management being the most dominant. There was no identifying single identifiable lead type in the remaining 7.4% (n = 15) of the respondents.

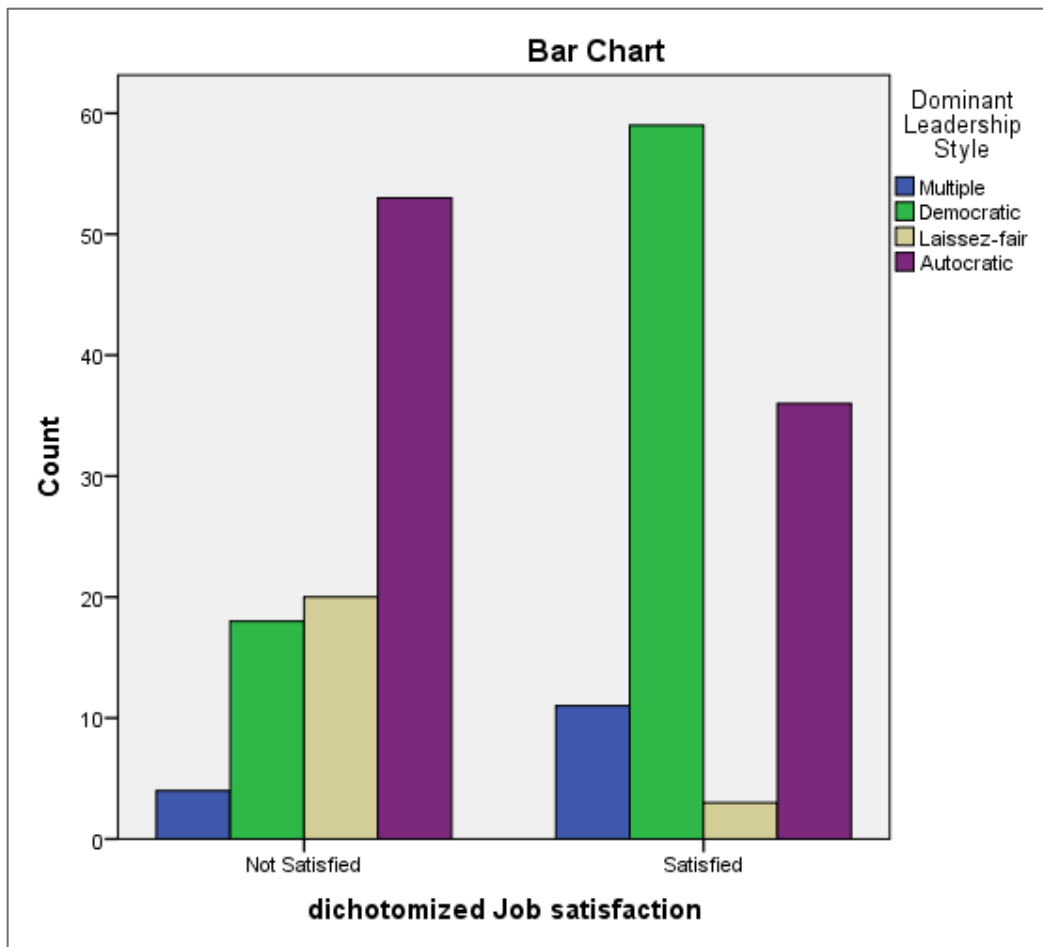


Figure 8. A bar chart of dichotomized Job satisfaction and dominant Leadership Styles.

Figure 4.1 shows a bar chart of dichotomized Job satisfaction and dominant Leadership Styles. A clear-cut pattern of independence cannot be identified from this chart; therefore, a chi square test is applied below to test the relationship between employees' job satisfaction and leadership styles.

Table 10. Chi-Square Tests of leadership styles and bank employees job satisfaction.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.139^a	3	.000
Likelihood Ratio	42.777	3	.000
Linear-by-Linear Association	22.310	1	.000
N of Valid Cases	204		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.99.			

A Chi-square Independence Evaluation (Table 3.9) has revealed a substantial inter-parallel between these variables $\chi^2(3, N = 204) = 40.139, p < .001, V = .444, p < .001$. There was a broad association of the two variables (Cohen et al, 2013). In other words, jobs quality seems to differ in a statistically and significantly relevant way for leadership models such that H1 has been helped in the inquiry.

Second research question: Is there a significant relationship between democratic leadership style and bank employees' job satisfaction?

H2.1: There is a significant relationship between democratic leadership style and bank employees' job satisfaction.

Table 11. Relationship between democratic leadership style and bank employees' job satisfaction.

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1^a	Democratic leadership style	2.101	.314	44.840	1	.000	8.173
	Constant	-7.412	1.160	40.845	1	.000	.001
a. Variable(s) entered on step 1: Democratic leadership style.							

In my second investigation question, it was asked if there was an important link between the democratic management style and job satisfaction of bank employees. The probability of being satisfied has increased 8,173 times for each unit increase on the scale of democratic leadership, which has been clearly marked (B=2,101, SE =, 314, $p < .001$). For this research issue, H2.1 was then sponsored.

Third research question: Is there a significant relationship between laissez-fair leadership style and bank employees job satisfaction?

H2.2: There is a significant relationship between laissez-fair leadership style and bank employees job satisfaction.

Table 12. The partnership between laissez-fair management and work satisfaction of bank employees.

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Laissez-fair leadership style	-1.349	.233	33.528	1	.000	.260
	Constant	3.593	.605	35.251	1	.000	36.342
a. Variable(s) entered on step 1: Laissez-fair leadership style.							

In the third research question, It was asked if the relationship between laissez-faire leadership and job satisfaction among bankers is important. The risks of not being happy have risen 260-fold for each level on the laissez-fair leadership scale, a major impact (B = -1.349, SE=.2233, p < .001). For this research issue, H2.2 was then sponsored.

Fourth research question: Is there a significant relationship between autocratic leadership style and bank employees job satisfaction?

H2.3: There is a significant relationship between autocratic leadership style and bank employees job satisfaction.

Table 13. The relationship between autocratic leadership style and bank employees' job satisfaction.

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Autocratic leadership style	.919	.270	11.638	1	.001	2.508
	Constant	-3.365	1.040	10.473	1	.001	.035
a. Variable(s) entered on step 1: Autocratic leadership style.							

In the fourth question of study, it was questioned if the autocratic leadership and bank employee satisfaction are significantly related. The chances of being pleased with each unit rise in autocratic leadership have risen by 2.508 (B=.919, SE=.270, p<001). This research issue was also assisted by H2.3.

3.6. Multivariate Relationships

Table 14. Variables in the Equation.

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1^a	Gender	-.049-	.367	.018	1	.893	.952
	Age	.914	.426	4.608	1	.032	2.495
	Marital status	.105	.431	.059	1	.807	1.111
	Academic Qualification	-.636-	.483	1.733	1	.188	.530
	Monthly income	-.005-	.492	.000	1	.992	.995
	Tenor	.062	.408	.023	1	.880	1.063
	Democratic leadership style	1.649	.362	20.757	1	.000	5.203
	Laissez-fair leadership style	-.682-	.285	5.735	1	.017	.506
	Autocratic leadership style	.644	.378	2.903	1	.088	1.904
	Constant	-6.713-	2.346	8.185	1	.004	.001
a. Variable(s) entered on step 1: Gender, Age, Marital status, Academic Qualification, Monthly incom, Tenor, Democratic leadership style, Laissez-fair leadership style, Autocratic leadership style.							

Both independent variables were used in the results of the whole Table of Models (3.13). All demographic variables were important except in age, with a two-sided alpha level of .05 as a cut-off for significance. The Odds Ratio figures are high, B = 0.914, SE = 1.426, p = 0.032 for older ages.

Concerning the factors of leadership, the egalitarian model of leadership provides the bulk of predictive capacity. An increment of democratic leadership by any unit results of 5,203 times as much happiness as necessary (B = 1,649, SE = 362, p < 001,24). The outcome is substantial. The type of equal management was very poor in predictive potential for the happiness of bank workers. Every increased unit at the level of laissez-fair leadership has a decrease of < 506, which is a substantial outcome (B = -

.682, SE = < .001). This corresponds to a decreased < .001. The component of autocratic leadership is of importance (that is, in one-tailed tests it will be significant, B = .644, SE = .378. Any unit rising on the basis of autocratic leadership leads to an improvement in satisfaction by 1,904.

Fifth research question: Are there significant differences in bank employees job satisfaction according to demographic variables?

Gender as a variability factor of job satisfaction

H3.1: There are significant statistical differences in bank employees job satisfaction according to gender.

Table 15. Group Statistics according to gender.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Males	122	3.53	.45695	.04137
	Females	82	3.45	.50076	.05530

Table 3.14 shows group statistics according to gender. Males have scored higher mean value in job satisfaction (M=3.53, SD= .46) than females (M= 3.45, SD= .50).

Table 16. Independent Samples Test of job satisfaction according to gender.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.638	.425	1.196	202	.233	.08110	.06783	-.05264	.21485
	Equal variances not assumed			1.174	162.886	.242	.08110	.06906	-.05527	.21747

Table 3.15 shows Independent Samples t Measures of bank workers work satisfaction according to gender. An independent-samples t-test was performed to assess the work satisfaction mean scores between males and females. Males displayed higher mean scores (M=3.53, SD= .. 46) relative to females (M= 3.45, SD=.50), but the real differential wasn't important (t(202)=1.96, p=.2233, two-tail). Hypothesis H3.1 can not be confirmed by the findings.

3.7. Age as A Variability Factor of Job Satisfaction

H3.2: There are significant statistical differences in bank employees job satisfaction according to age.

Table 17. Group statistics according to age.

	Age	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Young	111	3.45	.42872	.04069
	Old	93	3.56	.52289	.05422

Table 3.16 shows group statistics according to age. The old group has scored higher mean value in job satisfaction (M=3.56, SD= .52) than the young group (M= 3.45, SD= .43).

Table 18. Independent Samples Test of job satisfaction according to age.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	2.990	.085	-1.533	202	.127	-.10212	.06662	-.23348	.02925
	Equal variances not assumed			-1.506	177.678	.134	-.10212	.06779	-.23590	.03166

Independent samples t Bank employee retention assessments by their age as seen in Table 3.17. A t-test was done in separate surveys to assess the mean work satisfaction of young and old people. There is no statistically significant difference between the old (M=3.56, SD=.52) and the new workers (M=3.45, SD=.43); $t(202)=-1.53$, $p=.127$, t-tailed). There is no statistically significant difference. Hypothesis H3.2 does not help findings.

3.8. Marital Status as A Variability Factor of Job Satisfaction

H3.3: There are significant statistical differences in bank employees job satisfaction according to marital status.

Table 19. Group statistics according to marital status.

	Marital status	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Singles	70	3.58	.42856	.05122
	Marrieds	134	3.46	.49468	.04273

Table 3.18 shows group statistics according to marital status. Singles have scored higher mean value in job satisfaction (M=3.58, SD= .43) than the marrieds (M= 3.46, SD= .49).

Table 20. Independent Samples Test of job satisfaction according to marital status.

		Levene's Test for Equality of Variance s		t-test for Equality of Means						
		Sig.	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference			
							Lower	Upper		
Job Satisfaction	Equal variances assumed	.660	199	.744	202	.083	.12166	.06977	-.01592-	.25924
	Equal variances not assumed			.824	158.613	.070	.12166	.06671	-.01009-	.25341

Table 3.19 shows Separate samples t Bank workers retention measures depending on marital status. An unbiased t-test to compare the overall work satisfaction ratings for individuals and marrieds has been performed. The marital status aspect is of importance (that is to suggest, it would be important to the evaluation of one-tailed

persons or singles (M=3.58, SD=.43) or marrieds (M=3.46, SD=.49). Hypothesis H3.3 is not confirmed by the findings.

3.9. Academic Qualification as A Variability Factor of Job Satisfaction

H3.4: There are significant statistical differences in bank employees job satisfaction according to academic qualification.

Table 21. Group statistics according to academic qualification.

	Academic Qualification	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Undergraduates	98	3.47	.46642	.04712
	Postgraduates	106	3.53	.48439	.04705

Table 3.20 shows group statistics according to academic qualification. Postgraduates have scored higher mean value in job satisfaction (M=3.53, SD= .48) than undergraduates (M= 3.46, SD= .47).

Table 22. Independent Samples Test of job satisfaction according to academic qualification.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.035	.852	-.842	202	.401	-.05613	.06668	-.18762	.07535
	Equal variances not assumed			-.843	201.660	.400	-.05613	.06658	-.18742	.07516

Table 3.21 displays Separate samples of job retention through specialized certification assessments for bank workers. In order to compare the mean work material between undergraduates and postgraduates, an independent t-test was performed. The variations between the scores (M=3.46, SD=.44) and the scores for postgraduates

(M=3.53, SD=.48); t (22)=-.842, p = .401, two-tailed, respectively) are not important. Hypothesis H3.4 can not be confirmed by data.

3.10. Monthly Income as A Variability Factor of Job Satisfaction

H3.5: There are significant statistical differences in bank employees job satisfaction according to monthly income.

Table 23. Group statistics according to monthly income.

	Monthly income	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Low Income	122	3.57	.42757	.03871
	High Income	82	3.39	.52313	.05777

Table 3.22 shows group statistics according to monthly income. The low-income group has scored high mean value in job satisfaction (M=3.57, SD= .43) than the high-income group (M= 3.39, SD= .52).

Table 24. Independent Samples Test of job satisfaction according to monthly income.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	11.811	.001	2.712	202	.007	.18131	.06686	.04947	.31315
	Equal variances not assumed			2.607	149.845	.010	.18131	.06954	.04391	.31872

The Independent Samples t Table 3.23 shows the happiness of workers by monthly salaries. In order to compare the mean work satisfaction values between two classes (low income and high income), an empirical test was performed. The disparity between low income scores (M=3.57, SD=.43) and high-income scores (M=3.39,

SD=.52) is statistically important; $t(202) = 2.607$, $P = .010$ is statistically significant. The disparity in the mean was of very small significance (mean gap=0.18, 95% CI:.04 to.32) (eta squared = .03). Results result in H3.5 funding.

3.11. Tenor as A Variability Factor of Job Satisfaction

H3.6: There are significant statistical differences in bank employees job satisfaction according to tenor.

Table 25. Group statistics according to tenor.

	Tenor	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Non-tenured	95	3.44	.45618	.04680
	Tenured	109	3.56	.48721	.04667

Table 3.24 shows group statistics according to tenor. Non-tenured employees have scored lower mean value in job satisfaction ($M=3.44$, $SD= .46$) than the tenured employees ($M= 3.56$, $SD= .49$).

Table 26. Independent Samples Test of job satisfaction according to tenor.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.103	.748	-1.770	202	.078	-.11752	.06639	-.24843	.01339
	Equal variances not assumed			-1.778	200.947	.077	-.11752	.06609	-.24785	.01280

Table 3.25 demonstrates separate samples of work satisfaction assessments by tenor of bank staff. An objective T-test survey was performed to compare the mean work satisfaction ratings between non-workers and employees retained. TENOR factor approximates value (that means in a single-tailed, non-tenured ($M=3.44$, $SD=.452$) and

tenured ($M=3.46$, $SD=.49$); $t(202)=-1.77$, $p=.078$, one-tailed). The tenor factor is of considerable importance. Hypothesis H3.6 is not accompanied by performance.

CHAPTER FOUR

CONCLUSION AND RECOMMENDATION

4.1. Introduction

Chapter four summarized briefly the statistical details obtained from the survey carried out amongst the employees. The mathematical findings must be explained in more depth, however. The findings and outcomes of the survey are discussed in this chapter. It also provides guidance for future study in this linked area.

4.2. Conclusion of the Research

Leadership positions in diverse organisations are vulnerable to difficulties ranging from successful decision-making, time constraints, instability and crisis-related high stakes. Moreover, large institutions, which may challenge leadership roles, may address many cultural inequalities. Since leaders play a critical role in business performance, the research is required to discuss these challenges and examine them more closely.

A leadership position is vulnerable to multiple obstacles, including the need for strong decision-making in terms of time limitations, complexity, and high crisis risks and cultural gaps threaten the status of a leader. Country cultural differences must be continuously measured and discussed. Projects also include different individuals from different sectors , particularly where multinational teams, external management and international partners are involved. A leader must use maximal leadership qualities, so inspiration and successful control contribute to good hierarchy contribute. Leadership seeks to establish specific, productive methods to accomplish financial targets.

Discussing and designing policies to reduce issues faced by top management would enhance the terms for certain stakeholders. But every leader knows a particular leadership importance. For example, a general of the army might view leadership as the art of encouragement for soldiers to deliver desirable results. Libya is a place in which many businesses need a skillful foreign culture management. It is thus worth questioning whether and how the leaders of Libyan banks rely on all of their future threats.

The research concept and structure were built based on the main goal and underlying goal. Two key leadership models and specifics were covered in Chapter 2. The paper also clarified the effect on work satisfaction of leadership types. The study results suggest that the three types of leadership have influenced employee loyalty. Furthermore, the characteristics of management models are seen at varying degrees of work satisfaction. The researcher claims that further study can enable managers to consider multiple factors that increase employee happiness in the company.

In order to understand the objectives of the study the researcher has used descriptive analysis which were mentioned by percentage and frequency to analyse the respondents' demographic parts by using mean and standard deviation. This gave the opportunity to the researcher to identify the types of leadership and employees' point of view about leadership styles. Different demographic variables have been used to analyse leadership styles and job satisfaction levels. These demographic variables are as follows:

- Age (old, young)
- Gender (male, female)
- Marital status (single, married)
- Academic qualification (undergraduate, postgraduate)
- Monthly income (low income, high income)
- Tenor (tenured, non-tenured)

In addition, the 4 different dominant leadership styles (multiple, democratic, laissez-fair and autocratic) and dichotomized job satisfaction have been analysed and according to the result autocratic was the most dominant and laissez-fair was the least dominant.

The researchers present the findings after debating and evaluating the study questions and hypothesis:

1. The autocratic model was the most prevalent and egalitarian, and the laissez-fair leadership was not the least prominent.
2. The motivation at work seems to differ in statistical and meaningful terms for leadership styles

3. There was a clear positive correlation between democratic management styles and job satisfaction among bank employees.
4. There has been a clear positive association between laissez-faire management and work satisfaction among bank employees.
5. The autocratic leadership and work satisfaction of bank workers is highly optimistic.
6. Both demographic factors remained unimportant with the exception of age.
7. Concerning the factors of leadership, the egalitarian model of leadership provides the bulk of predictive capacity. The type of equal management was very poor in predictive potential for the happiness of bank workers.
8. A t-test was done in separate surveys to assess the mean work satisfaction of young and old people. The statistic discrepancies between old workers and young workers can not be statistically meaningful.
9. An unbiased t-test to compare the overall work satisfaction ratings for individuals and marrieds has been performed.
10. In order to compare the mean work material between undergraduates and postgraduates, an independent t-test was performed. The discrepancy between the undergraduate scores and the postgraduate scores is not statistically important.
11. In order to compare the mean work satisfaction values between two classes (low income and high income), an empirical test was performed. The disparity between low incomes and high income levels is statistically important.
12. An objective T-test survey was performed to compare the mean work satisfaction ratings between non-workers and employees retained. The tenor factor approaches relevance (in a one-tailed measure, non-tended workers and tenured personnel, that is, it will be important).

Table 27. Hypothesis results of the research.

N.	Hypothesis's Statement	Result
H1	There is a significant relationship between leadership styles and bank employees job satisfaction.	Supported
H2.1	There is a significant relationship between democratic leadership style and bank employees' job satisfaction.	Supported
H2.2	There is a significant relationship between laissez-fair leadership style and bank employees job satisfaction.	Supported
H2.3	There is a significant relationship between autocratic leadership style and bank employees job satisfaction.	Supported
H3.1	There are significant statistical differences in bank employees job satisfaction according to gender.	Not Supported
H3.2	There are significant statistical differences in bank employees job satisfaction according to age.	Not Supported
H3.3	There are significant statistical differences in bank employees job satisfaction according to marital status.	Not Supported
H3.4	There are significant statistical differences in bank employees job satisfaction according to academic qualification.	Not Supported
H3.5	There are significant statistical differences in bank employees job satisfaction according to monthly income.	Supported
H3.6	There are significant statistical differences in bank employees job satisfaction according to tenor.	Not Supported

This study has had an impact on employee retention in the company of leadership styles. Organizations require a diverse and successful combination of leadership styles

to influence the happiness levels of workers and eventually their corporate performance. Leadership is considered one of the essential facets of the performance of company. Strong and successful engagement of staff happy with their work will improve organisation's performance.

The literature clearly indicated that increased work satisfaction is a predictor of productivity of staff and organisation. Many scholars have noted better leadership skills , especially those of transformational and servant leadership, and overall increased employee satisfaction both with the boss, the company and the job itself. These principles are specifically applicable to company professionals in a literature on leadership philosophy or work satisfaction.

If workers see themselves as a big contribution to the goals and priorities of the company, they are more likely to be more involved at a higher level. Employees can also have personal control in business performance as they are aware of what their corporate priorities are and how their everyday work actually relates to these priorities.

In principle, this analysis appears to be one of the few research used by Libyan banks to incorporate subjective indicators of employee happiness. Our analysis also strengthens the body of information about the implications of different management types in the Libyan system of banks. It seems as well that the report is one of the first to investigate the effectiveness of adoption of leadership styles and their associated progress in terms of the way workers function in private Libya when they are introducing them. While investments have been growing in leadership training by private organizations in many developed countries, there has been very little effort to assess their performance. The assessment of employee happiness, which was not limited to financial metrics, but integrated numerous market metrics, including change in student enrolment, approval by regulators, staff turnover, institutional development, was another significant contribution of the report.

4.3. Limitations

This research was limited to some past literature about leadership styles and job satisfaction. The researcher conducted this study to identify the relationship between job satisfaction levels and leadership styles among employees of certain banks, therefore, it

cannot be generalized throughout all financial organizations. Due to political situation in Libya and since there is war going on, It was difficult to reach all participants as they didn't have access to internet all the time. In addition, since the research was done from Turkey and due to the current situation in Libya it took longer time to receive the result of questionnaire.

4.4. Recommendation

- The survey population was confined to the bank 's workers in this analysis. It might have been easier if a general manager of this branch manager had applied the analysis to other people in the bank.
- Random samples were used for this analysis. For further study, stratified sampling methodology is recommended since this strategy would allow the investigator to compare the findings on the basis of various data.
- Employees of an enterprise are called intangible assets. For organisations to excel in coordinating it is important that they have competent and enthusiastic leaders whom will inspire and empower workers. Autocratic leadership is, according to the results, considered a desirable form of leadership to maximize employee loyalty. Organizations with the potential to transform management can employ more autocratic leadership than egalitarian or laissez-faire qualities.
- Organizational leaders should have ample understanding of leadership styles and the effect that they have upon employee satisfaction.

4.5. Recommendation for Future Research

We recommend using a qualitative approach for future study, as this would allow the researcher to understand more about leadership styles and their effect on the happiness of the workforce.

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APPENDIX

Questionnaire

Part one :General information

Information about the employee

1- **Sex** male female age

2- Academic qualification:

Diploma baccalaureate degree high education
(specify)

3- Monthly incomes in Libyan dinars

1000 or less 2000-1001 2001-3000
 3001-4000 4001 or more

4- **Position in the Bank** _____

Part two: the dominant leadership style of bank managers from
the view point of the employee

No	INDICATORS OF LEADERSHIP STYLE	STRONGLY AGREE	AGREE	NATURAL	DISAGREE	STRONGLY DISAGREE
1	<i>Keeping all authority to himself</i>					
2	<i>Making surprising checks to his employees</i>					
3	<i>He is always the only decision maker</i>					
4	<i>Acts as a leader in discussions</i>					
5	<i>He has no strong relation with his subordinates</i>					
6	<i>Dealing with his subordinates in giving orders</i>					
7	<i>He is commitment to dead line in finishing the work</i>					
8	<i>Acting without consult any of his subordinates</i>					
9	<i>Asking for commitment in orders and formal rules</i>					
10	<i>Work is more important than human relationship</i>					
11	<i>Commitment to regulations in rewards and punishments</i>					
12	<i>Always talking as a group vices in a board meeting</i>					
13	<i>Direct his subordinates to the way of carry out the</i>					

	<i>sub ordinary plans</i>					
14	<i>Enhance subordinates responsibility</i>					
15	<i>Keeping good communication channels with sub ordinary</i>					
16	<i>Showing flexibility in dealing with others</i>					
17	<i>Using subordinates opinions in solve work problems</i>					
18	<i>Raises the spiritual feeling among subordinates</i>					
19	<i>Working to satisfies the psychological needs of the subordinates</i>					
20	<i>Help his subordinates to develop work abilities</i>					
21	<i>Allow his subordinates to think and initiate</i>					
22	<i>Discussing his new thoughts with his subordinates</i>					
23	<i>Gives feed back to his subordinates in work performance</i>					
24	<i>Stimulate his subordinates for distinguishing performance level</i>					
25	<i>Work to increasing the sense of belonging among subordinates in the bank</i>					
26	<i>Allocating of mandates and</i>					

	<i>authorities in a random way</i>					
27	<i>Highlights personal complement</i>					
28	<i>He is not an active supervisor</i>					
29	<i>Doesn't have the ability to affect his subordinates</i>					
30	<i>Avoiding work responsibility</i>					
31	<i>Avoiding upsetting subordinates even on the account of work</i>					
32	<i>Leaving the decision mandate to subordinates</i>					
33	<i>He is usually absent from work</i>					
34	<i>He is careless of work details</i>					
35	<i>Allows his subordinates to postpone work</i>					
36	<i>He doesn't re plans for his</i>					
37	<i>Doesn't affect subordinates</i>					
38	<i>Allows the to evaluate the of the progress in work</i>					
39	<i>He has lack of st in work y</i>					

No	The signs of job satisfaction for the Bank employee	STRONGLY AGREE	AGREE	NATURAL	DISAGREE	STRONGLY DISAGREE
1	<i>The way that the manger dealing with subordinates is depending on opinion exchange</i>					
2	<i>My manager has a good relation with subordinates</i>					
3	<i>I think the manager way of evaluate subordinates is subjectively</i>					
4	<i>I think the manager mandate authority style is appropriate</i>					
5	<i>My manager appreciate my accomplishments in work</i>					
6	<i>The manager way for solving subordinate problems is appropriate</i>					
7	<i>I think my manager interested in subordinate opinions</i>					
8	<i>I think the manager planning is appropriate</i>					
9	<i>My manager encourage the cooperation among subordinates</i>					
10	<i>The style of vacation giving is appropriate</i>					
11	<i>My salary is suitable for the size of my work responsibility</i>					
12	<i>My salary is sufficient for my</i>					

	<i>family requirements</i>					
13	<i>I think my salary is suitable according to other banks</i>					
14	<i>I think my responsibility in work is clear</i>					
15	<i>Appropriateness of work environment as light , aeration ,and heat</i>					
16	<i>Clearness of regulations and work procedures</i>					
17	<i>I think the incentive I have for good work is satisfied</i>					
18	<i>Natural respect among workers</i>					
19	<i>My job gives me a good social status</i>					
20	<i>I think my job insures my future</i>					
21	<i>My job develop my work skills</i>					
22	<i>I feel the importance of my job</i>					
23	<i>My job is suitable with my skills and qualifications</i>					
24	<i>I have a feeling of safety and work stability</i>					
25	<i>I think that more experience means more self confidence</i>					
26	<i>I feel the importance of the following up system of the manager to his sup-ordinates</i>					

Part three:- the job satisfaction in the bank employee

RESUME

Personal details

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00905373841909

Qualifications

BA in English language Tripoli University Libya June 2007.

Personal strengths

I am a hardworking, analytically thinking, able to resolve problems professionally and efficiently, I work well with other to accomplish common goal and I am able to perform tasks under pressure.

I am also well qualified, educated, hardworking and reliable person .I strongly believe that I will be valuable asset to the organization if given opportunity to prove myself.

Experience

1. **General manager**
KUTWAT NAHWA AL BENA COMPANY
SINCE 2012 TO PRESENT
2. **REPRESENTATIVE OF A COMPANY**
AS KARO FOR TERAZO TILES SINCE 2009 TO PRESENT
3. **DOCUMENT CONTROLLER**
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Language spoken and written

Arabic and English (very good)