

GRADUATE PROJECT

**The Impact of Leadership Style on The Productivity of the Organization: The case of
FNB Bank**

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DEDICATIONS

This work is dedicated to my beloved and understanding husband, to my children who encourage me to take this step and to my whole family who supports me in goods and worth.

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ABSTRACT

The goal of this study is to determine whether there is a link between leadership styles and organizational productivity. In addition, in the banking industry, this study looks into the function of perceived organizational politics in mediating the relationship between leadership styles and firm productivity. The interpretivism research paradigm, as well as an inductive research approach, were used in this study. The survey research approach was employed to acquire the relevant data for this investigation. A random selection procedure was adopted in this case, and 30 questionnaires were distributed among FNB bank staff in Beirut.

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CHAPTER 1: INTRODUCING THE GRADUATE PROJECT

1. Introduction

Have you ever considered what it takes to run a successful business? In this lesson, we'll learn about the value of excellent leadership and the impact it plays in a company's success. The act of leading people in an organization toward a common objective is known as leadership. This is accomplished by leaders influencing organizational culture in a range of methods. A leader establishes a clear vision for the company, stimulates employees, leads them through the work process, and boosts morale, and productivity (Kat Kadian-Baumeyer, 2021).

Defining concept entails persuading personnel to comprehend and accept the organization's future condition. A unit of young soldiers may not believe in a mission that their commanding officer has set. By expressing the vision and the significance of their involvement in the conclusion, a competent leader can persuade soldiers to do their duty. Soldiers are more likely to follow (Kat Kadian-Baumeyer, 2021).

Leadership in Bank Sector:

In varied financial climates, the banking business is known for always inventing and developing to satisfy consumer wants and requirements. Banks were compelled to make years' worth of technology and business model changes in a short period of time in 2020. In these post-pandemic times, strong leadership is critical because it can make or break an entire enterprise. To handle today's ever-changing financial market, every banking leader must master four crucial competencies (Management-Events, 2021).

Every period necessitates a unique set of leadership abilities. Here are four essential areas that every banking executive should concentrate on in order to be prospective; forward-thinker, technological literacy, adaptability and agility, and strong empathy & EQ.

Forward-thinker emphasizes that during times of crisis, visionary leaders are constantly on the lookout for fresh methods to elevate their businesses. Since the outbreak, the banking industry has embraced technology like cloud computing, wearables, and AI chatbots to provide clients with a frictionless digital banking experience.

Technological literacy; the ability of a bank to respond swiftly to customer requests by leveraging technology to update outdated systems and assist personnel in adapting to working in the new normal is critical to its survival.

Adaptability and agility; banking executives must adjust to the changing circumstances and cultivate a flexible and agile mindset. Many parts of banking are in flux, including the branch bank model's viability, future technological adoptions, and changing consumer demands, to name a few.

Strong empathy & EQ; banking executives must keep in mind that their most valuable asset is their people. As the pandemic's harmful impacts have taken a toll on many people emotionally and physically, the mental health and well-being of employees has been prioritized. A skilled banker should be able to assist his staff in regulating and navigating these emotional difficulties.

1.1. Research Question

RQ1: Does the leadership influences the productivity of the organization?

1.2. Research Aim and Objectives

RO: To determine the impacts of the leadership style on the productivity of the organization

1.3. Overview of the Sector/Domain/Organizations

FNB Finance S.A.L. (formerly known as Capital Finance Company S.A.L. - CFC) is a Lebanese joint stock company that was formed in the commercial register under N. 75922 on July 27, 2000 and placed on the financial institution list under N. 28 on August 29, 2000.

The company's main business is providing credit to individuals and businesses, but it also does invest, financial management, and technical consulting. The company's current operations, however, are confined to lending money.

In February 2010, First National Bank S.A.L. (FNB) purchased 100% of the Company's stock while maintaining its independence. FNB Finance S.A.L. was renamed the company in February 2018. FNB Finance S.A.L. (formerly known as CFC) has established itself as a leading company and continues to play a vital role in setting the standards through which the wealth management market conducts business since its inception (fnbfinance, 2021).

1.4. Structure of the Graduate Project

This study is composed of 5 main chapters which discuss every area of the project in details. Chapter one gives a general idea about the work and overview on the sector. However, it shows the research questions and research objectives.

Chapter two, shows what previous studies have talked about the same topic and what their studies revealed. In other word, other's points of views.

Chapter 3, discusses the methodology of the work; the philosophy, the mythological methods were used to conducts it, the methods were used to collect the data, and the techniques were used in the process of analyzing these data.

Chapter 4, shows the results of the findings, graphs, answers, numerical data, and summary about the final results.

Nevertheless, chapter 5 contains the conclusion, recommendations, and limitations if there were.

CHAPTER 2: LITERATURE REVIEW

2. Overview

Leadership is one of the most important predictors of an organization's success or failure. A leader's leadership style is how he or she directs and motivates others to achieve corporate goals. The impact of leadership styles on organizational performance is investigated in this study.

Transformational, transactional, autocratic, charismatic, bureaucratic, and democratic leadership styles were studied. This research will reveal a lot about leadership types. Democratic, transformational, bureaucratic, and autocratic leadership styles have a positive influence on firm performance; nevertheless, charismatic and transactional leadership styles have an adverse impact on organizational performance because they do not provide employees with opportunities and freedom.

2.1. Leadership Styles

(Khajeh, 2018) defined the leadership role and said that the role of leadership in an organization is critical in terms of creating a vision, mission, identifying and basing a plan, designing strategies, regulations, and ways of achieving overall organizational objectives in an effective way, as well as directing and coordinating efforts and organizational activities.

When it comes to communicating with their subordinates, the word "leadership style" refers to a set of characteristics, qualities, and behaviors that leaders use. In order to attain specified goals, (Khajeh, 2018) defines leadership as a pattern of managerial activity that is designed to integrate organizational or personal interests and affects.

Task-oriented leadership is defined as a leader's ability to effectively allocate duties to his or her subordinates, concentrate on achieving goals, and establish well-defined communication patterns. In other meaning, task-oriented leading needs top-down interaction from their subordinates, which includes expressing what is required of them as well as when, when, and how each duty is to be conducted (Khajeh, 2018).

Relationship-oriented leadership refers to how much a leader values and respects his or her followers, as well as how much he or she watches out for their well-being and expresses gratitude and encouragement. Relationship-oriented leadership has a greater impact on employee motivation than task-oriented leadership, which has a somewhat stronger impact on leader success (Khajeh, 2018).

Participatory leadership is a technique for encouraging and motivating employees to participate in crucial decisions or, at the absolute least, to form a coalition in decision-making.

The authors argue that when participatory decision-making procedures are employed in the workplace, both leaders and workers gain in a variety of ways: Boost employee motivation; increase organizational creativity; improve decision quality; improve employee work life quality; increase employee motivation; increase employee engagement (Khajeh, 2018).

According to the existing literature, all of the research undertaken are pertinent to the broad subject, demonstrating that style of leadership, commitment to the organization, and career growth are all related. As a result, styles of leadership may have an effect on working conditions. Due to the scarcity of research on SMEs (small and medium-sized businesses), it is vital to evaluate the impact of transformational and transactional leadership styles on the quality of SMEs workers' work life (Wamy & Swamy, 2014).

Businesses growing overseas face various hurdles in accomplishing their goals and exceeding their competitors in today's competitive environment. Leaders are crucial in accomplishing these goals and boosting staff morale by ensuring that people are happy to work. Companies must be on their toes in order to compete for sustainability because of the challenges of dealing with today's continuously changing ecosystem. The driving element behind such a strategy approach to surviving competition is the leadership provided by managers, who are meant to influence others in reaching organizational goals while also enhancing staff morale (Kehinde & Banjo, 2014).

The notions of organizational engagement, work happiness, job participation, and organizational citizenship activity have a stronger favorable link with transformational leadership, as per (Kehinde & Banjo, 2014).

2.2.Organizational Productivity

(Khajeh, 2018) stated that in the business literature, organizational performance is a complicated and multidimensional issue. Organizational performance refers to a company's results or actual outputs, which can be compared to the company's intended outcomes, goals, and aims. Financial performance (return on investments, earnings, etc.), shareholder return (economic value added, total shareholder, etc.) and product/service economic performance are three aspects of firm success that must be considered (market share, sales etc.)

An organization is made up of technology and people who are working together to achieve a common goal. The output of an enterprise, as well as the procedures and inputs that produce this output, can be used to evaluate its success. In general, productivity is defined as the ratio

of an enterprise's output to its inputs. Both total factor and labor productivity are taken into account (Paul S. Goodman, 1995).

Individual task performance has been the primary focus of human factors research. Individual performance measurements, such as speed, accuracy, and learning time, have been acquired and utilized to evaluate individual productivity. In certain circumstances, productivity has been directly quantified (Paul S. Goodman, 1995).

The assumption driving these initiatives, whether implicit or explicit, has been that increasing individual productivity will increase organizational productivity. However, there is very little study evidence to back up this claim. Because a variety of variables may attenuate the benefits of individual improvements and because the numerous productivity increases that occur on an individual level might interact in a complex way, improvements in individual productivity may not add up to advances in organizational productivity (Paul S. Goodman, 1995).

The overall output of goods or services generated divided by the inputs required to produce that result is known as organizational productivity. It is the responsibility of management to enhance this ratio. Increasing organizational productivity is one of management's responsibilities.

Managing Organizational Productivity:

Given how critical productivity is to the world's continued economic development, it's remarkable that so little is understood about how to measure and manage it. Part of the difficulty could be the unit of analysis used by the industry to assess productivity, as well as a failure to appreciate the complexities of the relationships between individual worker productivity and the overall success of the company (Ruch, 1994).

It's vital to notice right away that focusing on individual productivity metrics gives you a distorted perspective of the corporation. Organizations operate in a changing, competitive environment, and strategies are designed to direct management and workers' efforts toward a unified vision and set of goals.

Without a supporting culture within the organization that values change, continuous development, goal dedication, group cohesion, and respect for individuals, even the best-designed procedures will fail (Ruch, 1994).

Organizational productivity is a metric that measures how well businesses use their assets to support their goals. Business owners with strong communication skills have an edge in enhancing workplace efficiency through facilitating communication between employers and employees, preserving connection, and creating trust between employees (online.rider, 2021). They make certain that their teams have access to the information and resources they require to be productive.

According to (online.rider, 2021), to boost productivity in the workplace, managers might use a variety of communication-related tactics. The vision of an organization's leadership team determines its growth. By sharing this vision with all employees, everyone is on the same page when it comes to their job objectives. Employees can better grasp why they've been given specific work obligations if corporate goals are stated clearly (online.rider, 2021).

(online.rider, 2021) stated that it also increases the value of employee feedback, which can be utilized to enhance corporate operations over time. While it is critical for managers and leaders to seek out employee feedback on a regular basis, it is also critical that they provide employees with feedback that will help them improve the quality of their job.

2.3.Leadership style and organizational productivity as variables

(Khajeh, 2018) stated that leadership styles have a significant impact on organizational performance. The leadership style of an organization has an impact on its culture, which in turn has an impact on its performance. The sort of leadership style has an impact on the corporate culture and performance.

Transformational leadership style and organizational performance:

The followers are developed and their needs are considered under a transformational leadership style. Managers that focus on transformational leadership pay special attention to strengthening their employees' whole value system, moralities, abilities, and motivation levels. Transformational leadership serves as a strong link between followers and leaders, allowing for clear communication about motivational levels, values, and interests (Khajeh, 2018). Furthermore, transformational leadership exhibits greater leadership performance, according to the author. Employees are encouraged to go beyond their own self-interest by transformative

leaders. Transformational leaders are effective for a variety of reasons, including their charismatic ability to inspire colleagues, their ability to address the emotional needs of employees, and their ability to intellectually excite employees (Khajeh, 2018).

Charismatic leadership style and organizational performance:

Charismatic leadership is one of the most effective leadership styles, in which charismatic leaders create a vision and then ask their followers to follow and execute that vision. Employees regard charismatic leadership as motivating because it encourages innovation and creativity. However, a key disadvantage of this leadership style is that followers are completely reliant on the leader, and once the leader quits the organization, they are left without direction. As charismatic leaders fail to prepare their subordinates to take their position in the future, the problem increases (Khajeh, 2018).

Transactional leadership style and organizational performance:

A transactional leader is someone who is always eager to give something in exchange for something. Promotions, wage increases, performance evaluations, more responsibilities, and so forth are all examples of this. The fundamental issue with this type of leadership is the expectation (Khajeh, 2018). As a result, transactional leadership might be defined as a management-employee exchange of goals and rewards. The transactional leadership style aids in the creation and maintenance of a setting in which organizational and human capabilities are maximized by allowing employees to earn both tangible and intangible rewards. This leadership style aids in the creation of a performance-enhancing atmosphere and articulates a compelling vision that improves overall organizational performance (Khajeh, 2018).

Democratic leadership and organizational performance:

Democratic leadership, according to (Khajeh, 2018), is defined as leadership in which decision-making is decentralized and shared by all subordinates. The risk of poor execution and decision-making in a democratic leadership style is significant. Employees are recognized to be motivated to work better under democratic leadership because their perspectives and opinions are appreciated. Another major flaw in democratic leadership is the idea that everyone involved has an equal stake in the decision-making process and has a similar level of skill (Khajeh, 2018). Democratic leadership, as a result, can be employed to boost corporate effectiveness and competitiveness. Democratic leadership, on the other hand, can be considered to improve organizational performance.

Autocratic Leadership and Organizational Performance:

Traditional and bossy leaders are the core of autocratic rule. Leaders who are autocratic want their subordinates to obey their directions. Autocratic tyrants, on the whole, preserve their decision-making authority. Autocratic leaders force their people to carry out specified activities and tactics. Autocratic leadership is however characterized as authoritarian, according to the study. Authoritarian parents are less creative and just promote one-sided debate. It has a big influence on employee happiness and productivity. On the other hand, autocratic leadership has a track record of being immediately effective (Khajeh, 2018).

Bureaucratic leadership style and organizational performance:

Bureaucratic leaders sway their subordinates to follow the policies and procedures they devise. Leaders are passionate about their processes and procedures but not so much about their people. It's for this reason that they appear aloof. This strategy is ineffective since it does not contribute to employee training and development. Bureaucratic CEOs, according to (Khajeh, 2018), do

not incentivize their organization's personnel to work in the desired manner, which can lead to improved organizational performance.

Further researchers looked at Fred Fiedler's "leadership contingency model theory," that states the effective staff production is contingent on a good match in between chief's capability to manage and his or her capacity to react and repair the issue depending on the circumstances. However, they claimed that leadership as the process of influencing others to accomplish a set of objectives (Ahmad, Hussain, & Tariq, 2014).

According to them, leadership is defined as "interpersonal power exercised in a situation and directed toward the achievement of particular objectives through communication." They stress that leading is often focused with something like a leader's efforts to impact or direct the behavior of subordinates in a situation (Ahmad, Hussain, & Tariq, 2014).

Leadership and followership are closely intertwined, according to the authors. An individual's leadership effort may only be effective whether he can convince everyone else to follow his orders. In other meaning, a supervisor's leadership style is influenced by how a subordinate responds to his or her boss's commands (Ahmad, Hussain, & Tariq, 2014).

Participatory leadership views all employees of an organization as partners in identifying the aim and resolving challenges via common understanding. It requires bringing all members of a team together to achieve a common purpose (Ahmad, Hussain, & Tariq, 2014).

As it encourages employees to do more than the average standards, pertains to subordinates' moral principles, and addresses higher-order needs, transformational leadership as a leadership style generates dedication and increases passion among followers in achieving the

set mission and upholding the values of the organization in question, developing commitment and generating passion amongst adherents in attaining the organization's objective and preserving its ideals (Otieno & Njoroge, 2019).

Severe types of Transactional leadership could be seen as autocratic, especially whenever the manager has a lot of power over his/her followers, including the capacity to force staff to execute managerial orders. As a result, transactional leadership is concerned with the distribution of rewards or punishments based on job performance (Otieno & Njoroge, 2019).

"A style of leadership in which employees are given the authority and responsibility to determine their own goals, with little or no supervision from the management," according to Laissez Faire Leadership. Simply put, with laissez-faire leadership, there really is no interaction between both the followers and the leaders. As a result, such leaders are viewed as evading responsibilities, failing to acknowledge their followers' needs, neglecting to provide feedback, and delaying judgement at any and all costs (Otieno & Njoroge, 2019).

(Orabi, 2016) said that one of the four components of transformative leadership identified as an independent variable in this study is idealized influence. According to researchers studying this process, idealized influence refers to the belief that followers will trust and respect leaders to provide assistance and resources.

Employees will willingly obey the leader's directions, regardless of how complex or tough they are. Although the role of idealized influence and its consequences for organizational performance is frequently understood as part of transformative leadership, data suggests that

idealized influence can have an impact on certain components of organizational performance (Orabi, 2016). Idealized influence, in particular, could have an impact on employee commitment and satisfaction, as well as engagement and motivation on the job.

The findings of this study show that transformational leadership can have a positive impact on organizational performance. Despite the fact that this model of leadership practice is useful for molding performance results, certain parts of the model—intellectual stimulation and individual consideration—appear to play a significant impact in molding results (Orabi, 2016).

Employee motivation is widely recognized as one of the most important components in establishing organizational success and growth in today's diversified and competitive market. Job performance, as per the study, is a set of energy components that include both internally and externally impacts, such as work quality, personality differences, and business models (Khuong & Hoang, 2015).

Job performance should be a mix of wants and needs, as well as workplace elements that enhance employee motivation. As a result, every employer faces a big task in addressing specific variables in order to enhance employee motivation, and as a result, each leader/manager must understand his or her employees' needs, wishes, or aspirations and create an inspiring work environment (Khuong & Hoang, 2015).

A variety of internal and external factors influence organizational productivity. Rewards and leadership styles are external factors, whereas motivation is an internal aspect. According to

the researchers, one of the success requirements of a job is leadership style, which is not restricted by bureaucracy norms or corporate objectives (Rifa'I, Sukidjo, & Efendi, 2019).

The ability to persuade a group to attain a predefined or expected goal is described as leadership. According to this study, leadership style is described as the ability to have a favorable impact on individuals or others like you so that you can cooperate to achieve your objectives (Rifa'I, Sukidjo, & Efendi, 2019).

The researchers began by defining the term "leadership," claiming that it is "the process of interaction between leaders and subordinates in which leaders can influence their subordinates' conduct in order to achieve organizational goals (Rathore, Khaliq, & Aslam, 2017)."

Nonetheless, according to the authors, organizations are re-engineering themselves and abandoning the old hierarchical structure, highlighting the importance of growing subordinate roles in company decision-making. These tendencies support leaders' readiness to delegate authority to subordinates (Rathore, Khaliq, & Aslam, 2017).

According to, leadership has been identified as a critical component in the landscape of organizational activity, where it is one of the changeable outcomes of human and organizational interactions (Dastane, 2020). Its significance in shaping the results of any project is undeniable, since research has shown that different leadership styles can produce different outcomes depending on the situation.

The concept of effective leadership has indeed been examined forever, and several studies on the trait approach to leadership have been undertaken. This vast research has uncovered a

plethora of data proving the impact of a variety of personality traits in the effective leadership (Nidadhavolu, 2018).

As per the findings, the laissez-faire leadership style had a detrimental influence on employee happiness and organizational involvement in two of the three construction companies evaluated. On the other side, the transformational leadership style has had a good impact on one company's employees (Nidadhavolu, 2018).

2.4. Summary of Literature Review

This chapter put the lights on the definition of the variables of the study and identifies many types of leadership styles which some have positive influence on the organizational productivity and some have a negative one. However, the points of view were discussed above give a general idea about the results that will come out of this examination.

CHAPTER 3: RESEARCH METHODOLOGY

The purpose of this chapter is to compare and contrast research philosophy with other philosophies. It also aids in the explanation of a research strategy.

It includes the methodologies and tools that were employed to meet the study's goals.

This chapter explains the methods used to generate the research findings.

Also specified are the sample size, population, and data collection method. The data for the study will be gathered using a Google forms-created questionnaire that will be distributed to FNB bank employees between July and August 2021.

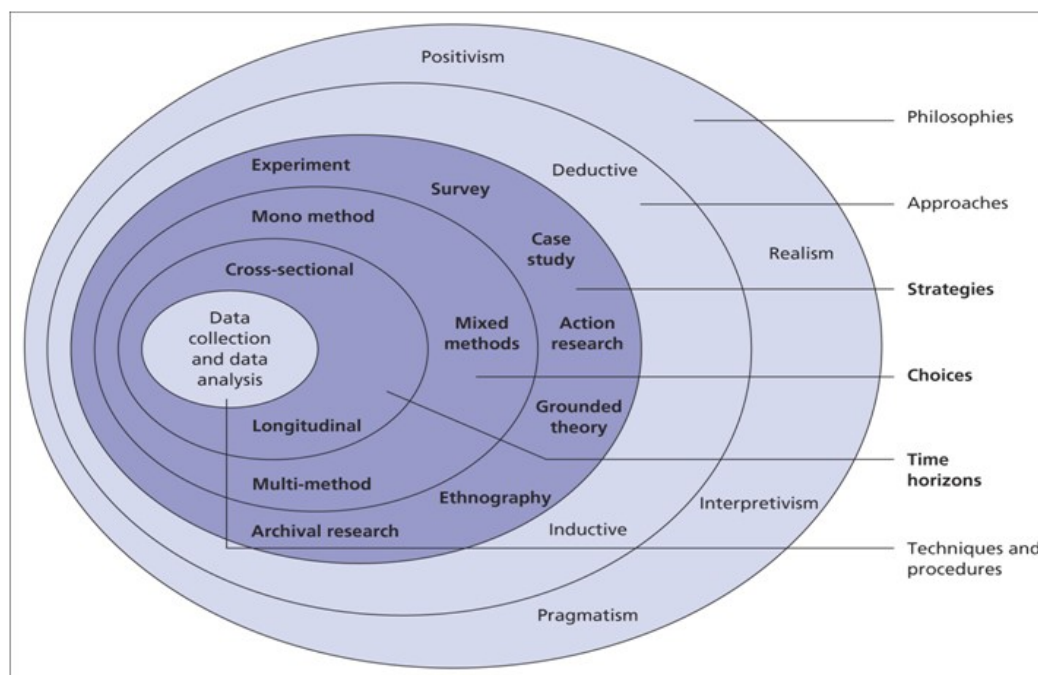


Figure 1 - Onion of Methodology (15writers, 2021)

The word "research technique" essentially refers to the functional "how" of any given piece of research, according to its criteria. More specifically, it refers to how a researcher structures a

study in order to produce validated and accurate results that meet the research's goals and objectives (Jansen & Warren, 2020).

To put it another way, what data should be collected, who should collect it (sample design), how should it be acquired (data collecting methods), and how should data be processed (data analysis methods).

According to Saunders, Lewis, and Thornhill's book *Research Methods for Business Students*, the study onion model was introduced (15writers, 2021). This model clarifies the many steps of writing a dissertation, assisting students in developing a more systematic approach.

3.1 Research Philosophy

The research methodology and methods used to achieve the research's purpose, goals, and to develop a new framework to answer the study question are all relevant to the research methodology.

A study philosophy is a set of beliefs about how to collect, analyze, and apply evidence on a phenomenon. The term epistemology (what is known to be true, as opposed to doxology (what is thought to be true) incorporates a variety of research approaches and ideas.

There are two main research philosophies that have been identified. The two styles are positivist (sometimes known as scientific) and interpretivist (also called anti-positivist).

According to the positivist viewpoint, science is a process for finding facts. This theory is based on numerical data as well as quantitative or actual observations (Saunders, Lewis, & Thornhill, 2019).

However, there has been substantial discussion about whether this positivist paradigm is wholly appropriate for the social sciences, with several authors advocating for a more pluralistic approach to IS research methodology.

Interpretivism, also known as explanatory, requires researchers to evaluate elements of their findings; as a result, interpretive paradigm incorporates social commentary into research. As a consequence, interpretive academics contend that social creations such as language, consciousness, shared meanings, and instruments are the sole means of accessing truth (15writers, 2021).

This research is based on the interpretivist analysis philosophy. Interpretivism arose from the apparent insufficiency of positivism to suit the needs of social scientists. It is concerned with researching the dynamics of social phenomena by developing an empathic awareness of how the research subjects see the world, based on observations from a relatively small study (Saunders, Lewis, & Thornhill, 2019).

3.2 Research Approach

Study approaches are research plans and procedures that cover everything from general assumptions to detailed data collecting, analysis, and interpretation methodologies. This plan

necessitates a number of decisions, none of which must be made in the sequence in which they make sense to me or in which they are presented here. The main decision is whether method should be employed to investigate a top.

Qualitative, Quantitative, and Mixed Methods research methodologies are promoted. Without a doubt, the three techniques are not as distinct as they appear. Qualitative and quantitative techniques should not be thought of as stark opposites or dichotomies. Rather, they represent opposite ends of a spectrum (15writers, 2021).

Qualitative research is a method of investigating and comprehending the meaning that individuals or groups attach to a social or human issue. Emerging questions and processes are part of the research process, as are data acquired in the participant's environment, data analysis that builds inductively from specifics to broad themes, and the researcher's analysis of the data (Saunders, Lewis, & Thornhill, 2019).

Quantitative research is a method for studying the relationship between variables in order to test objective theories. These variables can then be measured using instruments, resulting in numbered data that can be examined using statistical processes. Introduction, literature and theory, methodology, results, and comments are all included in the final written report (Ramsberg, 2018).

Those that do this form of research, such as qualitative investigations, expect to be able to deductively test ideas, incorporate bias safeguards, adjust for alternative explanations, and generalize and replicate the findings.

Mixed methods research is a kind of investigation that involves gathering both quantitative and qualitative data, combining the two types of data, and employing different designs that may include philosophical assumptions and theoretical frameworks. The primary premise of this method of investigation is that combining qualitative and quantitative methodologies yields a more comprehensive understanding of a study subject than either strategy alone (Ramsberg, 2018).

Assumptions	Positivism	Interpretivism
<i>Nature of reality</i>	Objective, tangible, single	Socially constructed, multiple
<i>Goal of research</i>	Explanation, strong prediction	Understanding, weak prediction
<i>Focus of interest</i>	What is general, average and representative	What is specific, unique, and deviant
<i>Knowledge generated</i>	Laws Absolute (time, context, and value free)	Meanings Relative (time, context, culture, value bound)
<i>Subject/Researcher relationship</i>	Rigid separation	Interactive, cooperative, participative
<i>Desired information</i>	How many people think and do a specific thing, or have a specific problem	What some people think and do, what kind of problems they are confronted with, and how they deal with them

Figure 2 – The basic differences between Positivism and Interpretivism (BRM, 2021)

Interpretivism, often known as anti-positivism philosophy, is the foundation of this qualitative study's theory. For the most part, this philosophy is empirically based on human perceptions.

3.3 Research Strategy (Data Collection Method)

The purpose of data collection and analysis is to develop strategies to solve research concerns and evaluating the findings. The data collection method is put to the test in order to support the research hypothesis, which aids in the explanation of a phenomenon (Formplus, 2020).

Data collection, on the other hand, is defined by (Bhandari, 2021) as a systematic process of collecting observations or measurements. Whether you're conducting research for industry, government, or academia, data gathering can help you get first-hand knowledge and unique perspectives on your research topic.



Figure 3 – Research Strategies (OpenLearn, 2020)

A qualitative study's data collection process is more flexible than a quantitative examination. Data is gathered in a text form based on results and interactions with people, for example,

through a survey or an interview, among other approaches. These data aren't mathematically or statistically examined.

The survey / questionnaire is one way of qualitative research data gathering and it is argued that it is a common form of data collection since it is accessible and may provide a broad perspective. It can be done in person, by mail, over the phone, or online. However, it can include respondents from all around the world (BRM, 2021).

Respondents can answer questions on their own time with surveys/questionnaires, and they can answer more honestly because questionnaires provide anonymity (whether real or perceived). And, while the participant's replies may be biased, they are not influenced by the collector's point of view (Bhandari, 2021).

The research focuses on original data in order to produce a rich and reliable output. The core data is a questionnaire survey that was distributed using Google forms to FNB bank employees in order to gather information. This raises their awareness of how much the leadership style of the organization affects their productivity. Thirty workers were given the sample.

3.4 Research Methodological Choice

The three types of research methodologies are deductive, inductive, and abductive. The value of the study's assumptions is the main difference between deductive and inductive approaches.

The deductive method examines the theories' effectiveness.

The inductive approach might help you brainstorm and assumptions. Unexpected observations and implications are employed in the abductive process to build tested theories.

Moreover, the abductive approach, also called the "take away" method, is the assumption in a reasoned conclusion, explanation, assumption, or theory. In other meaning, give the greatest estimate based on the analysis. As a result, the drawn conclusion does not have to be accurate (Hultzman, 2020).

Inductive research is used in qualitative research. This means that the researchers use the data to generate new hypotheses or patterns of meaning. This strategy, sometimes known as the "bottom-up approach," involves moving from the specific to the broad.

This study employs the inductive method since it is based on the viewpoint of a human being based on a survey.

3.5 Time horizon

The 6th level of the research methodology onion is the time horizon. That layer defines the study timescale: cross-sectional or short-term studies, which collect data at a certain point in time; longitudinal studies, which collect data over a long period of time to make comparisons (Melnikovas, 2018).

Cross-sectional research, also known as exploratory research, is descriptive in nature; nevertheless, it is neither observational nor causal, meaning it cannot be used to determine the source of anything. Researchers collect information from a population but have little knowledge about the situation (UKEssays, 2018).

A longitudinal study is similar to a cross-sectional study in that it is retrospectively. As a result, scientists should refrain from interfering with their participants in the future. A longitudinal study, on the other hand, entails researchers conducting multiple investigations on the same people over a prolonged period of time, which could be numerous months or years (IWH, 2015).

We choose the cross-sectional time horizon because our study is constrained in time. On the other hand, cross-sectional research does not provide solid proof of cause-and-effect correlations. This is because such studies just take a picture of a specific point in time and do not consider what happens before or after the photo is obtained.

3.6 Techniques and/or Procedures for Data Analysis

Data analysis, according to (Calzon, 2021), is the process of collecting, modeling, and analyzing data in order to extract information that can be utilized to make decisions. There

are numerous ways and approaches for undertaking analysis depending on the sector and the study's goal.

Qualitative data cannot be objectively examined; hence it must be interpreted subjectively.

Qualitative data includes responses to survey questions, remarks made during interviews, tweets and other social media communications, and text used in product reviews.

This study used qualitative content analysis to evaluate the responses of employees in a survey that was distributed. Qualitative content analysis is the most common and basic sort of QDA, and is often used to examine patterns in contents, such as phrases, words, or pictures, or transmission media, that can vary between journalistic photographs to campaigns dialogues.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1. Introduction

The qualitative approach is employed in this research to describe and gain from the different parts of the investigation. The report's goal seemed to investigate the correlations between the variables of the study, thus it's acceptable.

The online questionnaire method of data collection has a benefit over most other methods, such as phoned and emailed ones, except that it is very private, enabling questionnaire respondents to share genuine and consent answers.

Open-ended questions are used in qualitative surveys to generate long-form written/typed responses. The purpose of the questions is to elicit perspectives, experiences, narratives, or stories. They are frequently used as a prelude to interviews or focus groups since they aid in the identification of initial themes or topics that may then be explored further in the research.

Qualitative questionnaires can aid a study early on by identifying concerns, needs, and experiences that can be further examined in an interview or focus group. Surveys can be altered and re-run based on results, allowing for a flexible and responsive research strategy. Online surveys will obtain typed responses, decreasing the researcher's translation time.

4.2. Findings (Descriptive Statistics)

- Demographics:
 - Gender:

Gender
30 responses

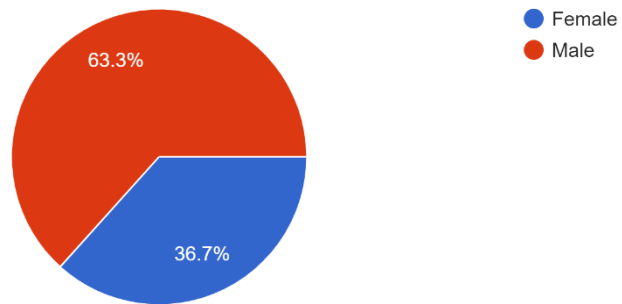


Figure 4 - Gender of Participants

The responses show that 63.3% of the employees are male, and 36.7% are female.

➤ Age:

Age
30 responses

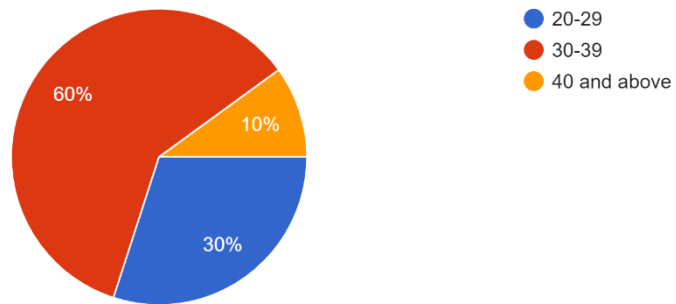


Figure 5 - Age of Participants

The responses show that 30% are between 20-29 Years old, 60% of the are between 30-39 YO, and 10% are above 40 years old.

➤ Years of experience:

Years of experience
30 responses

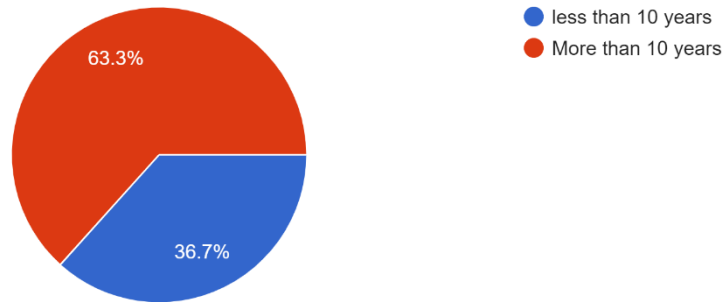


Figure 6 - Years of Experience of Participants

The responses show that 63.3% of the employees have more than 10 years' experience in the field of their job, and 36.7% are less than 10 years.

➤ Educational level:

Educational Level
30 responses

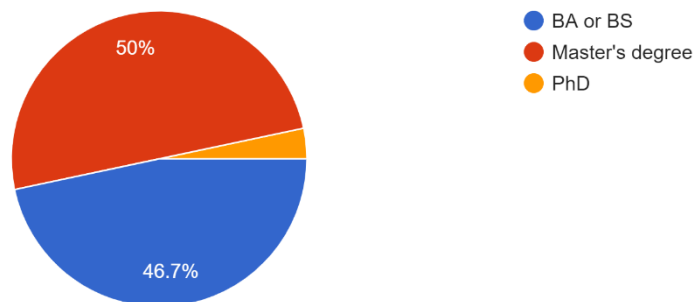


Figure 7 - Educational level of Participants

The responses show that 46.7% of the employees have BA / BS degree, 50% have master's degree, and only 3.33% have PhD degree.

Q1: The manager develops a sense of belonging among the employees.

20 respondents (66.67 percent) chose 'agree' and 10 respondents (33.33 percent) chose 'strongly agree.' With the options of "disagree" and "strongly disagree," there were no responses.

The manager develops a sense of belonging among the employees
30 responses

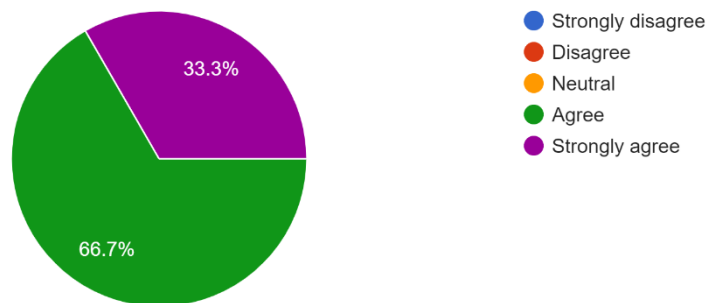


Figure 8 - Survey: Q1

Q2: When forming an opinion, the leader seeks points of views from the team.

The statement was supported by all of the company's respondents (30). With the statement, 23 respondents (76.67 percent) chose 'agree,' and 7 respondents (23.33 percent) chose 'strongly agree.' There were no respondents who chose 'disagree'.

When forming an opinion, the leader seeks points of views from the team
30 responses

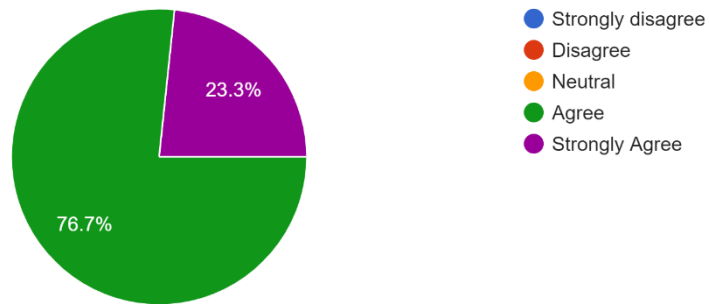


Figure 9 - Survey: Q2

Q3: The manager provides helpful suggestions on how an employee can improve his or her productivity.

'Agree' was chosen by 20 responders (66.67 percent), 6 people (20 percent) said they strongly agreed with the remark, while 4 people (13.33 percent) said they didn't agree or disagree. With the options 'disagree' and 'strongly disagree,' there were no responses.

The manager provides helpful suggestions on how an employee can improve his or her productivity

30 responses

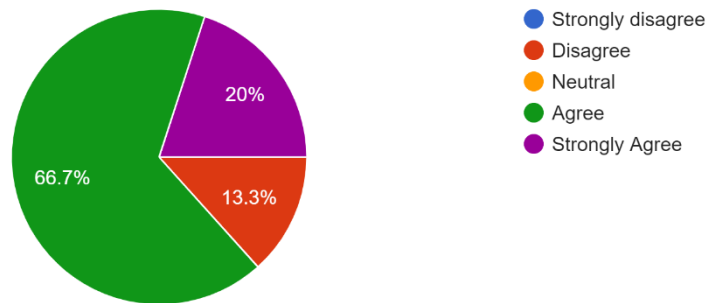


Figure 10 - Survey: Q3

Q4: The team's productivity and performance are aided by the manager's actions.

All of the respondents agreed with the statement; 'Agree' was chosen by 23 people (76.67%). 6 respondents (20 percent) selected 'strongly agree,' while 1 respondent (3.33 percent) selected 'neither agree nor disagree.' With the options 'disagree' and 'strongly disagree,' there were no responses.

The team's productivity and performance are aided by the manager's actions
30 responses

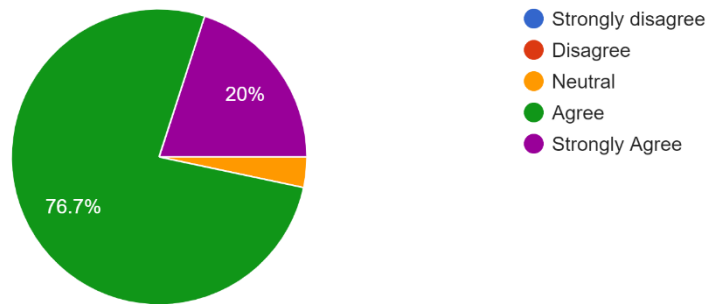


Figure 11 - Survey: Q4

Q5: Rather than focusing on the team's weaknesses, the manager emphasizes its advantages.

'Agree' was chosen by 21 people (70%). 6 respondents (20 percent) selected 'strongly agree,' while 3 respondents (10 percent) selected 'neither agree nor disagree.' With the options 'disagree' and 'strongly disagree,' there were no responses.

Rather than focusing on the team's weaknesses, the manager emphasizes its advantages
30 responses

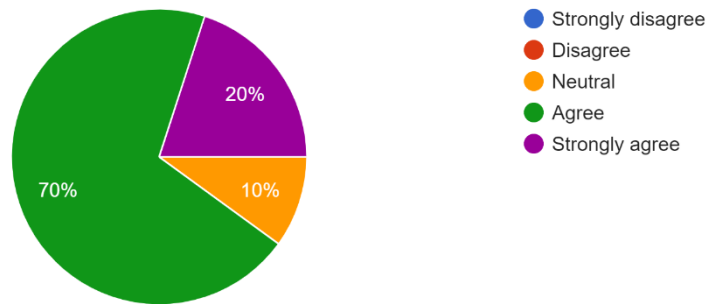


Figure 12 - Survey: Q5

Q6: Before severe complications occur, the project manager does not act.

'Disagree' was chosen by 21 responders (70%). 4 responders (13.33%) chose 'strongly disagree,' and 4 responders (13.33%) chose 'neither agree nor disagree,' respectively. With the options of 'agree' and 'strongly agree,' there was one respondent for agree (3.33 percent).

Before severe complications occur, the project manager does not act
30 responses

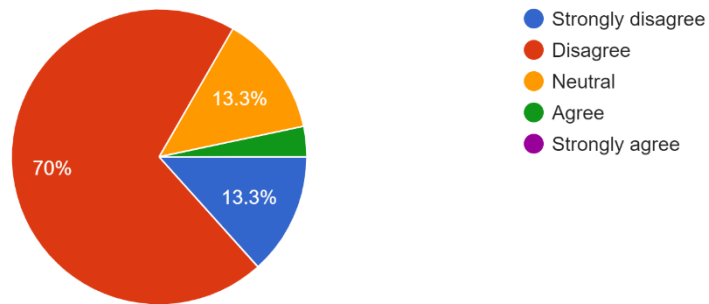


Figure 13 - Survey: Q6

Q7: The manager invests time in his staff' training and development.

The company's responders answered 'agree' 22 times (73.33 percent). 6 respondents (20 percent) selected 'strongly agree,' while 2 respondents (6.67 percent) selected 'neither agree nor disagree.' With the options of "disagree" and "strongly disagree," there were no responses.

The manager invests time in his staff' training and development
30 responses

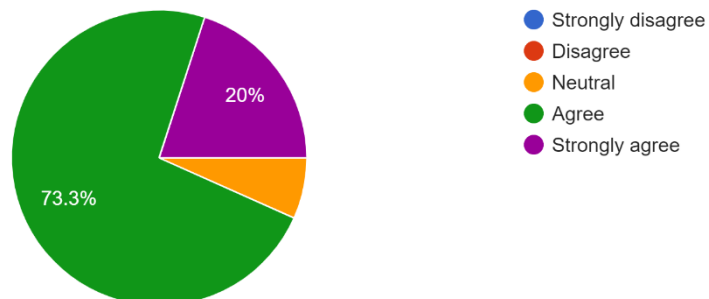


Figure 14 - Survey: Q7

Q8: The leader succeeds in fulfilling the project's objectives.

Of the 30 responders, 23 (76.67 percent) chose 'agree.' 7 people (23.33%) said they "strongly agree" with the statement. With the options 'disagree' and 'strongly disagree,' there were no responses.

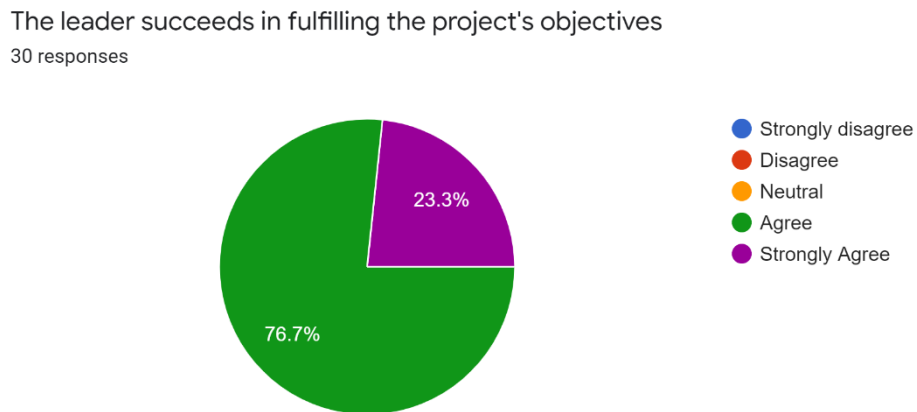


Figure 15 - Survey: Q8

4.3. Analysis

The majority of the employees thought that the questions about leadership styles were valid. This could indicate that management prefers a transformative leadership style. The organization has a high level of job satisfaction. When transformative leadership is used, employees are more satisfied with their jobs.

This study shows that leadership has a major impact on work outcomes and job satisfaction in the workplace. Employees are most satisfied when they see their leaders demonstrating both relationship and task-oriented actions.

4.4. Summary of Findings and Analysis

There was a total of 30 respondents from the company's employees that took part in this researcher's questionnaire, which sought to address the questions of the study.

- What are the company's higher-level management's preferred leadership styles?
- What impact does the leadership style discovered have on employees' job satisfaction?
- How does the leadership style identify affect employee performance?

As a result of the respondents' answers, the analysis reveals that the transformative leadership style is identified in the company. However, the transformative is a style of leadership in which executives encourage, inspire, and urge people to innovate and make changes that will help the company grow and shape its future success.

Transformational leaders encourage and motivate their teams without trying to control them; instead, they trust their staff to make decisions in their areas of responsibility. It's a management style that encourages staff to be more creative, think ahead, and come up with new ways to solve traditional issues.

CHAPTER 5: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

5.1. Conclusion

Chapter 5's overall goal is to comprehend and debate the findings of the study, which were presented in Section 4. The major goal of this study is to determine the impact of different leadership styles on company's success. A survey questionnaire was used to evaluate the leadership styles and performance of the employees.

The highest percentage of the participants believed the leadership style questions were valid. This might suggest that executive prefers to lead in a transformative way. Job satisfaction is very high in this company. Employees are happier in their work when revolutionary leadership is implemented.

This study shows that leadership has a major impact on work outcomes and job satisfaction in the workplace. Employees are most satisfied when they see their leaders demonstrating both relationship and task-oriented actions.

According to the conclusions of the study, transformational leadership has a favorable impact on one company's workforce. As a result, organizations are placing a greater emphasis on employee advancement, career advancement, and equal work responsibilities for all employees. Leaders are aware of whether their leadership style has a favorable or bad impact on their staff.'

James MacGregor Burns was the first to introduce transformational leadership as a system of supervision. It's a style of leadership in which leaders and followers collaborate to boost motivation and team morale (Gaille, 2018).

Transformational leaders motivate individuals to modify their perceptions, expectations, or motives in order to work toward a single mission or goal, rather than dictating changes to their team. According to Bernard Bass, who elaborated on this notion, this process results in increased levels of respect, trust, and adoration (Gaille, 2018).

All managers and executives in the organization have previously been trained in transformational leadership by higher-level management. Employees' ideals and concerns are related with these approaches. Leaders inspire and motivate their colleagues to go above and beyond what is expected of them, resulting in increased job satisfaction and job performance.

As a result of a higher level of employee organizational commitment, employee performance rises, leading to organizational success. As a result of this research, it has been established that leadership styles have a significant influence on organizational job satisfaction and organizational commitment.

Employees are more likely to stay with transformational leaders than with other types of leaders. They are also able to keep more customers. This is due to the charisma that this

leadership style necessitates. Those that use transformational leadership try to meet the needs of the organization while also meeting their own personal needs (Gaille, 2018).

Transformational leaders thrive at integrating a new vision within the given conditions. Those are also skilled at detecting gaps or issues in the vision process, allowing them to offer fast modifications or suggestions to rectify the situation (Gaille, 2018).

5.2. Limitations

The sample size for this study was limited to one bank and thirty workers. The research was not expanded to include different construction companies, departments, or a bigger sample size. The data cannot accurately demonstrate the leadership styles of the Lebanese banking sector and other industries.

5.3. Recommendations

Only one firm and thirty employees were surveyed in this study. The study can be expanded to include more construction businesses, divisions, and participants. This will aid the researcher in gaining a general idea of leadership styles and how they affect Organizational performance.

The emphasis of this study was solely on a bank in Lebanon. Other industries should be the focus of future investigation. This may aid in the identification of critical aspects that may influence organizational productivity and organizational commitment.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES

Questionnaire:

- Demographic questions:

1. Sex
2. Age
3. Years of Experience
4. Educational level

- Leadership Evaluation:

Q1: The manager develops a sense of belonging among the employees.

Q2: When forming an opinion, the leader seeks points of views from the team.

Q3: The manager provides helpful suggestions on how an employee can improve his or her productivity.

Q4: The team's productivity and performance are aided by the manager's actions.

Q5: Rather than focusing on the team's weaknesses, the manager emphasizes its advantages.

Q6: Before severe complications occur, the project manager does not act.

Q7: The manager invests time in his staff training and development.

Q8: The leader succeeds in fulfilling the project's objectives.

