

GRADUATE PROJECT

The Effect of Leadership Style on Employee Satisfaction

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DEDICATIONS

I would like to dedicate my work to my family, friends, university doctors and specially Dr. Mohamad Mtairek and everyone who believed and helped me to acquire the MBA degree. Also, I want also to appreciate my friends and all the instructors for their advice, motivation, care, and support. Thank you all for always being there for me.

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ABSTRACT

Employee work satisfaction is one of the most significant human resource outcomes since the attitude of the worker is directly related to his/her satisfaction in the job. Also, leadership is considered one of the essential factors that result in job satisfaction. The purpose of this study was to classify the different leadership styles used by current bank supervisors in Lebanon, as well as their effects on employee work satisfaction. To accomplish the target, a survey of 100 employees was made, and then we used SPSS to interpret the information that revealed a significant correlation between job satisfaction and the democratic style, thus a strong relationship between these two variables. But a negative relationship was also revealed between job satisfaction and Laissez-faire style, whereas autocratic style showed negligible correlation similarly to the demographics thus no actual relationship with job satisfaction.

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CHAPTER 1: INTRODUCING THE GRADUATE PROJECT

1. Introduction

The most crucial factor in accomplishing corporate objectives and targets is human capital. (Mosadragh, 2003). It is the most significant element for productivity and effectiveness in organizations. Nowadays, due to globalization, Firms are looking for ways to acquire competitiveness by enhancing the performance of their human capital. Managing staff from multiple cultures and backgrounds is a difficult task that relies on the supervisors' efficiency (Albion and Gagliardi, 2007).

Productive companies depend on their employees' efforts, commitment, and dedication in accomplishing their objectives. The leadership style of leaders is one of the main elements to accomplish productivity. Thus, Corporations are more concerned with determining, developing, and enhancing their leadership styles. Leadership is a managerial function that typically focus on individuals; It is a way of guiding people to achieve the desired objectives. Transformational leadership is a modern method that has stimulated the interest of numerous academics in the field of organizational behavior recently. This approach was established by Burns (1978) and later enhanced by Bass (1985). The potential of the leader to stimulate the staff to accomplish objectives more than they ever thought of is the core principle of transformational leadership concept (Krishnan,2005). Both Positive leadership and employment satisfaction elements are recognized as the core of organizational performance (Kennerly 1989).

In addition, employees that are satisfied in their jobs will probably pursue greater dedication and organizational goals. When it comes to evaluating job satisfaction, leadership is essential.

Mosadegh Rad and Yarmohammadian (2006), implies that employee satisfaction, refers to employees' thoughts and feeling about their jobs and companies where they operate.

Employees who are pleasant and satisfied performs better and are known to be more successful for the company (Saari & Judge, 2004). Thus, the success of an organization depends on its employees and specially on their satisfaction. This aids in the development of positive attitudes in employees, the enhancement of their principles, the advancement of their efficiency, and the development of good relationships with coworkers. In the Arab country, there is a shortage in research about the link between leadership style and job satisfaction, thus this study was conducted to explore and explain the effect of leadership style on the employee satisfaction in Lebanon.

1.1. Research Question

The questions addressed through this project are:

1. Is there a link between managers' leadership styles and employee satisfaction in the banking industry?
2. What are the most essential aspects of the selected banks' employees' job satisfaction?
3. What are the most preferred leadership styles among bank managers, according to employees?
4. What is the employee's degree of satisfaction with the bank's understudy?

1.2. Research Aim and Objectives

To optimize the staff skills and productivity in the firm and the industry, firms must get to know their staff better and develop personal relationships among them. (Chen & Huang, 2009). Thus supervisors recognize the importance of implementing these new techniques and activities in order to motivate, excite, and engage employees (Williams and Anderson, 1991). Leadership habits are derived from actions that extract the best performance from employees by motivating them to achieve their highest degree of effort. It would boost employee job satisfaction as well as their dedication to the organization and their jobs. (Carroll, Levy and Richmond, 2008). Human workers' time and effort and commitment are often the deciding factors in whether a firm succeeds or fails.

Longitudinal research indicating the key causes of such achievement is still lacking. So, since a manager's leadership style is one of the elements that influences the attitude and employee job fulfillment, this study is being performed to gain a better knowledge of manager leadership styles in Lebanon banks and their link to job satisfaction. Managers would benefit from research like this because it will help them define the optimal leadership models to follow as well as detect their direct impact on banking productivity and the Lebanese market.

The goal of this research is to determine the leadership styles of bank managers in Lebanon, as well as to analyze staff job satisfaction. By surveying bank employees, the most effective leadership styles are identified to managers for adoption, resulting in the maximum level of employee satisfaction.

1.3. Overview of the Sector/Domain/Organizations

Lebanon's banking sector is known throughout the Middle East for its diversity and services. This industry in Lebanon generates 40% of the country's GDP, making it one of the country's most important catalyst for economic growth. (Achi and Sleilati, 2016). Arabs and European businessmen, as well as clients, have been pulled to Lebanon's banking industry in recent years. As a result of the challenging market, Lebanese banks were encouraged to fund in one of the country's most valuable assets which is the human resources. In Lebanon, there is a deficiency of research study on matters related to human resource management in the banking industry. Thus, this study will bring significant value by exposing the present banking population characteristics in Lebanon and analysing the most effective leadership styles used to boost employee job satisfaction. The number of banks in Lebanon has shifted between 60 and 92 over the last 50 years, depending on their size, stability, and board composition (ABL, 2018).

1.4. Research Hypotheses

A hypothesis should be drawn in quantitative methods to investigate the link between independent and dependent variables.

The hypothesis in this study is:

H₁₀: There is a significant link between leadership style and employee job satisfaction

H₁₁: There is no significant link between leadership style and employee job satisfaction

1.5. Structure of the Graduate Project

This project is constructed of 5 chapters:

- Chapter 1 covers the introduction of the project title and the research questions, as well as the project's goal and objectives, also providing a brief description of the industry and the hypothesis that will be tested.

-Chapter 2 covers the literature review of the project providing information about Leadership styles and Job satisfaction and about the problem that the study aim to solve.

-Chapter 3 is about the methodology of our project: the philosophy, the approach, the strategy, and other elements.

-Chapter 4 covers the results of the questionnaire that was analyzed using SPSS, tables and interpretation of the results.

- Chapter 5 covers the last three parts which are conclusion, limitations, and recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1. Management:

The most distorted yet most significant challenge in current times is management. It is most associated with corporations, but it also covers personal relationships to collaborations, productive and non-profitable institutions, extending from households to workspaces (Alysa Gan, 2018).

There is no specific way of managing that is suitable for everyone, it all relies on what and how management is applied. It usually depends on how large amounts of material and data, rational thinking, difficult and simple tasks are handled. This implies we'll be dealing with people who have various levels of ability to think, process information, and perceive conditions.

It is essential for managers to have resources to aid employees to increase their productivity and self-actualization, which will stand as a measurement for their performance. Because they are at a superior position than themselves, managers cannot be held totally responsible for their company's failure. Management is the most detailed piece of research that interprets what management should be but unfortunately one of the world's most criticized by misunderstood theory (Fayol, no date).

Most people believe that there is a difference between a leader and a manager but if you ask them to explain the difference, they will probably start hesitate about it. Although they know there is a difference and they have a general idea of the subject, they do not really understand the idea (Turk, 2007).

"Managers do it right, while leaders do the right thing."

This phrase sounds easy and catchy, but it does not actually inform or explain anything.

A lot of people believe that you are born with something that cannot be defined. A straightforward explanation is that managers do their jobs through the book, following rules, and according to their performance they get promoted to a higher position in their firms, while leaders use their instincts regardless if they are in a position allowed in the ranking or not.

2.2. Difference between a Leader and a manager?

According to many people, a manager obtains his position of power not because of his leadership qualities but due to his commitment to the organization, but there is a lot of inconsistency. A leader would probably take the initiative and produce outcomes. A leader will never say that things will be done, he will make sure it is done. Thus, a manager is less effective than a leader.

A successful manager and leader can and should be the same one, according to the optimal approach. Leaders are born, but they are also developed (Wayne, 2007).

As Gandhi (2014) said, "I suppose leadership meant muscles at one time; but today it means getting along with men". A leader allow employees to develop, on a professional and personal level and pays attention to their skills and capabilities, and use them throughout the whole project and seek for improving them by interchanging , training sessions and information sharing (Wayne, 2007).

A leader allows employees to feel respected and important, a leader also find and develop ways to provide bonuses and appreciation to the employees. Moreover, a leader develops a respectful and valuable work environment.

The president of Mary Kay Products says: “There are two things’ people want more than sex and money: recognition and praise”. Recognition is considered essential to people since it allow them to change and to achieve a better future.

A good /successful leader and manager use his vision and intelligence to develop a better workspace environment for his employees and company. “A true leader makes people follow her” (Ariane, 2014). Without a strong leader, people would never achieve what they are achieving now, thus due to the interaction between leaders and followers, employees are expected to achieve better results. A manager that tends to become a leader must acknowledge that he is essential for his employees so that they think that they are significant.

A leader should be loyal and be prepared to take the blame when things do not go as planned, praising community wins, and exchanging acknowledgments. Moreover, A leader should always listen to his employees and provide them with the proper feedback, thus allowing them to feel involved.

2.3. Leadership Styles

It has been proven and found that the leader capability to affect the followers is called leadership style. Leadership is defined as the capability to achieve a goal at the end with the help of others after putting a target for the whole group and focusing on achieving it.

(Richard, Hughes and gannet, 2002). There are three main elements to describe the theory.

First, there should be a team of employees in the company. Second there should be leader.

Third A goal should be set to achieve (Clawson, 2002).

There are many leadership concepts discussed throughout the literature,

(Bass, 1990; Robbins, Judge, 2003), but in this study the autocratic, democratic, and laissez-faire leadership styles are to be discussed in this study.

Autocratic Leadership style:

Because individuals in decision-making processes impair corporate productivity, such leadership styles are differentiated by the leader's intensive monitoring of community members. (Bernhard and Walsh, 1995). Also, autocratic leadership means trying to take advantage or manage knowledge and values over employees. Autocratic leadership relies on maximum productivity in their actions and feel that employees of lower levels should not participate in decision making (Bass and Stogdill, 1990).

Democratic Leadership Style:

Democratic leadership style encourage the development of load distribution , group advancements, and discussions. In addition to that a democratic leader also appreciate his groups opinions and recommendations ,guides and be a member of the group when making decisions by accepting judgement (Pierce & Newstrom, 2000). A democratic leader is a capable, powerful, collaborative, fair, and kind individual. (Choi, 2007). Moreover, A democratic leader is one who divides responsibility among employees and followers and authorize them to participate in decision-making. (Gastil 1994).

A democratic leadership style has several advantages, including improved employee satisfaction, higher efficiency, and lower staff turnover. It also has a positive impact on the information drive train reliability. (Foels et al., 2000). Unfortunately, this method takes time because choices are made virtually immediately with workers, which can lead to policy declaration. (Janet & Robert, 2007; Mohammad Mosadegh Rad & Hossein Yarmohammadian, 2006).

Laissez-fair Leadership Style:

The laissez-faire leadership style is usually defined as the 'hands-off' method, in which the employer provides no significant advice and gives employees as much liberty as possible. (Chowhan and Shekhwat, 2015). This empowers employees to set priorities, make decisions, and resolve any issues that may emerge by depending on their own abilities and capabilities. (Berson and Linton, 2005). The leader and team leaders establish important criteria such as policies, priorities, budgets, and deadlines, and the groups then work independently until participation is requested. (Cherry, 2012).

Leadership Styles



Figure 1-job satisfaction and leadership style

2.4. Employee satisfaction:

Employee utilization is crucial to a company's success, and this results in a competitiveness and a significant advantage. HRM is the management of company's employees in terms of decisions and altitude to create a competitive advantage strategy.

(Armstrong, 2000) says that HRM is the method that results in achieving a target for the company using strategic management for the employees themselves. Employee's loyalty and efficiency increase when they are satisfied (Hunter and Tietyen, 1997), and thus affect

customer loyalty and the company's performance (Potterfield, 1999). Employee satisfaction is defined as a combination of affective responses to different predictions of what he wants against what he obtains. (Cranny, Smith and Stone, 1992).

Employee guidelines will also be included in the companies' attempts to improve employee satisfaction which can also be impacted by their emotional situation. Thus, managers are obliged to develop a perfect workspace environment for their staff. But keep in mind that achieving full satisfaction differs from one employee to another. Usually, managers frequently need to modify their attitudes in order to do their responsibilities more successfully and attain more job satisfaction. (Miller, 2006). Employee happiness can be linked to improved connections with coworkers, high earnings, safe working conditions, encouragement for skills development, job enhancements, or any other benefits. When evaluating employee satisfaction, keep in mind that one may be more pleased with a satisfactory item while another may be less satisfied with the same item. As a result, measuring employee satisfaction from a certain aspect would be simpler. (Baloush, 2014). In other words, the employees' level of satisfaction is determined by the total of all satisfaction elements together. Reviewing and analyzing organizational employee happiness is critical to the organization's efficiency and effectiveness to achieve a competitiveness. (Kelley, 2005).

The way people think, feel, and experience their professions has been linked to employee job satisfaction. (Spector, 1997). In the HR department, internal and exterior characteristics are considered to be factors of job satisfaction assessment (Chang, 1999).

Corporate work satisfaction is a well-studied subject. Where variables are related to how people feel about their jobs and different parts of their profession. (Rainey, 1997). It's all

about how much people like or hate their jobs. (Spector, 1997). Employee satisfaction is an indicator that shows an employee's overall feeling about their profession and work environment. This assesses his loyalty to the job, as well as the level to which the job fits his needs. The extent of employee satisfaction is used to measure an employee's intentions towards their employment, according to several research. (Sweeney et al, 2002). to keep the workers pleasant, a variety of activities were performed out.

The concept of relevance in Maslow is the most essential of these. He suggests that an individual's necessities should be addressed first, followed by self-actualization. Some experts used the theory of need to figure out what elements influence employee satisfaction

.2.5. Job Loyalty:

Loyalty is a mindset that describes the link between employees and the firm they work for, impacting their decision to stay employed in the firm (Allen and Grisaffe, 2001).

It also implies developing the organization, which can be considered as a thrilling response, especially when the employee trusts in the organization's beliefs and aims and has a strong will to maintain a link with it. (Mathieu and Zajac, 1990). There is a strong will to stay a part of the company's capacity to sustain a high level of the company's commitment as well as a strong belief and appreciation of the organization's concepts and purposes. (Beckeret, 1995). It is seen as a mindset that leads to the long-term enhancement of the company's members.

Employee participation is a suitable response to the entire organization if satisfaction is a fundamental component of acceptable workplace responses and mindsets. (Chen, 2006).

Work satisfaction is a necessity for employee loyalty. This demonstrates how turnover is affected by loyalty, employee satisfaction with work structure, and real commitment. (Chen, 2006). There is a link between employee satisfaction, employees, and loyalty (Williams, 1996). Employee satisfaction is directly related to the loyalty between the employee and his employer (Martensen and Gronholdt, 2001).

Moreover, some still believe that employee organizational loyalty and employee satisfaction are closely linked. (Wu and Norman, 2006). Low job satisfaction leads to low attitude, a lack of dedication to the organization, and an increase in sales employment. (Soler, 1998). A low job satisfaction can also lead to a job resignation, or to look for a new position or job.

2.6. Workplace Environment:

The working area consists of the location where the person does his daily tasks and activities, such as an office or the field. Noise, fresh air, and benefits like daycare and security are frequently part of the job working environment. Employees can function better if they are in a comfortable environment. Workplace climate can have either positive or negative effects on the satisfaction level, of course it depends on the nature of the work environment.

The job's outcomes are intimately tied to the work environment; the more pleasant the environment is, the better the outcome. Employee satisfaction is crucial to the success of any firm. Workers will outperform if they are given a healthy environment to work in. Different components of employee satisfaction with the physical environment lead to increased employee satisfaction.

Researchers asked questions to employees, such as how comfortable they are with their work environment. When an employee achieves a greater level of happiness, it reduces turnover and, as a result, boosts productivity. (Dole and Schroeder, 2001). Carlopio (1996) states that employee happiness is positively associated to job efficiency and is implicitly related to possible turnover. Employee satisfaction is improving because of the existing working environment in many firms.

2.7. Employee Productivity:

Productivity is a metric for measuring efficiency and effectiveness in the workplace. As a result, it's critical to understand who the effective employees are. Companies that are efficient and profitable have a community that encourages employee participation. Workforce members are also more motivated to perform in decision-making, goal-setting, and problem-solving duties, resulting in increased production. (Hellriegel, Slocum and Woodman, 1998). Encourage a more flexible approach to collaborative management to increase employee productivity and happiness while also lowering employee pay costs. (Wisconsin, Madison, 2000). Job satisfaction promotes efficiency, according to Miller and Monge (1986), by ensuring positive motivation at the starting of the project and by boosting work capacities.

HR(human resources) policies that promote workplace interaction aim to give employees the chance to take part in decision-making, to put in best efforts, and to grow professionally. (Berg 1999). In these policies, participation programs have a significant effect on the first two factors—rewards and benefits—and as a response, advantages to gain experience, as well as work structure and data flow, are expected to improve. These combined effects are predicted to boost the employee's productivity and efficiency. (Baloush, 2014).

2.8. Employment Commitment:

Employee engagement is defined as a link between an individual's objectives and the organization's general aims, in which the individual develops and spreads initiative on favor of the organization's overall goals. (Mowday, Porter and Steers, 1982). Steer, 1997)

The term "employment commitment" refers to a set of two emotive and ongoing dimensions. (Allen and Meyer, 1990). Variations are sometimes considered as a mindset between determination and job happiness. (Mowday, et al., 1982) Work satisfaction is more of a response to a specific job or to various elements of the task, whereas commitment is a more general response to an institution. Job satisfaction, according to Wiener (1982), is a mindset toward the working conditions, facets, and elements of the job. As a result, commitment involves a greater dedication to the working firm than to specific tasks, environmental

factors, or the location where the tasks are carried out. (Mowday, et al., 1982). When characterized in this way, compromise would be more constant over time than work satisfaction. Daily workplace occurrences can have an impact on an employee's job satisfaction; but these temporary events should not drive a person to significantly reconsider his commitment to the firm. (Mowday et al., 1982). Andrew Hale Feinstein Associate professor of University of Nevada, Las Vegas (1998) quoted in his research “Relations Between Job Satisfaction & Organizational Commitment Among Restaurant Employees” He demonstrated that many of the aspect factors for job happiness, such as store location, had a significant impact on policy satisfaction.

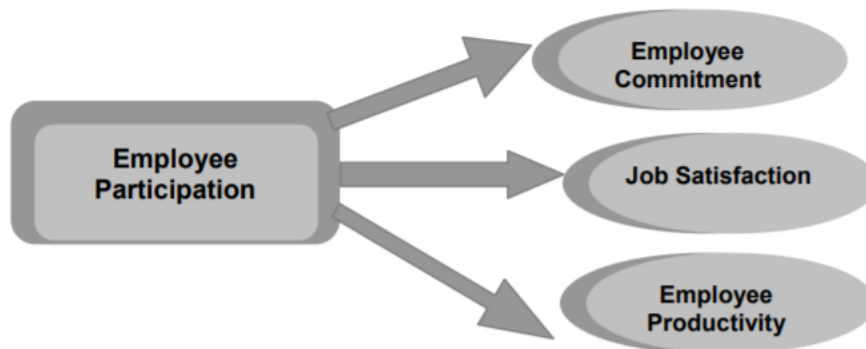


Figure 2-Employee Participation

2.9. The link between Customer satisfaction and employee satisfaction

In several research studies, there is a significant positive link between employee satisfaction and customer satisfaction. (Band, 1988; Reynierse & Harker, 1992). Great developments in employee behavior, as proven by a substantial literature, lead to significant shifting

in consumer satisfaction. Some studies included explicit measures of this link. According to a research by Sears Roebuck & Co a five-point shift in job performance resulted in a 1.3 rise in customer satisfaction, which resulted in a 0.5 gain in sales. Brooks (2000) investigated the link between financial success and consumer and employee factors, he also discovered that, based on the business segment and industry, the link between staff behaviors and customer factors accounted for 40 to 80 percent of customer satisfaction and loyalty. Some studies have indicated that staff satisfaction, participation, and loyalty have a significant impact on the recognized product and service (Vilares and Cohelo, 2000).



Figure 3-Employee and Customer Satisfaction

2.10. Leadership and employee engagement:

Charisma, inspirational motivation, intellectual stimulation, and individualized concern are all characteristics of transformative leaders. These are the 4 I's (Bass, 1985).

Employee engagement, according to Kahn (1990), is an attempt to make most of the company's members' presence in the workplace. Employee involvement is defined as a person's desire to work. People are completely immersed in their jobs and are stimulated by them. Two strategies for recognizing the foundations of employee engagement were adopted in prior studies. Other ways are a typical response to labor demand, and Kahn (1990) established a way that is a psychological state bonding method. (Bakker & Demerouti, 2008; Xu & Thomas, 2011; May, Gilson & Harter, 2004).

The second way was to use a tool that combined organizational characteristics like job security with social features like manager support, conflicting duties, and self-government, Employee engagement is comparable to organizational citizenship and staff involvement in terms of qualities. (Mansoor and Aslam, 2012). Employee participation differs from organizational citizenship in that organizational citizenship requires tasks that are not of the employee's professional responsibilities, but employee engagement is a formalized role in the execution of the employee's responsibilities. (Saks, 2006). Employee engagement will improve organizational citizenship by concentrating and boosting employee involvement that is outside of the guidelines defined within the business (Mansoor and Aslam, 2012). Some have suggested that there is a significant link between employee engagement and organizational citizenship behavior. (Bakker and Demerouti, 2008). Employee participation refers to how much employees value and value what they perform and how much they get paid for. Employee commitment is defined as a worker's good mindset toward the firm and the values that it represents. Employees feel more empowered and attached to their jobs when they find personal significance and purpose in their work, receive stronger team support, and work in a pleasant atmosphere.

2.11. Supportive Leadership:

A director or a leader can help to boost the motivational aspects of the workplace.

In terms of individual labor, leaders are the most powerful since they are the best to show the corporate environment or culture and significantly impact junior activities. (Zaigham, 2007).

A leader is someone who guides people toward a shared goal and fosters an environment in which other leaders are actively involved in the organization 's activities.

Observational studies have indicated that the leadership effect is associated with increased public trust in supporters of higher employment goals and objectives and boosted employees' beliefs resulting in positive outcomes like unity, work satisfaction, loyalty, mental and emotional well-being, and achievements. (Jiao, Richards and Zhang, 2011) Staff will be more fascinated in and engaged in the firm if executives foster strategic thinking within the firm. Staff who are engaged in their work enhance the set of tasks that promote the firm's success. (Strickland, 2010).

The leader is a significant part of the workplace and has the ability to affect how others view their profession. When leaders set attainable goals, are ethical, and promote good achievements, they would have a positive effect on employee by creating a sense of loyalty to the job. (Macey and Shnieder, 2008). Employee engagement, teamwork, loyalty, proficiency, and productivity will all be enhanced and developed by good leadership. (Shamir et al., 1993; Shieh and Li, 2012).

Recent research has found a link between the behaviors of the leader and the supporters' good actions. This report employs a positive leadership approach. According to latest research, transformational leadership may cause a sense of joy and involvement with the

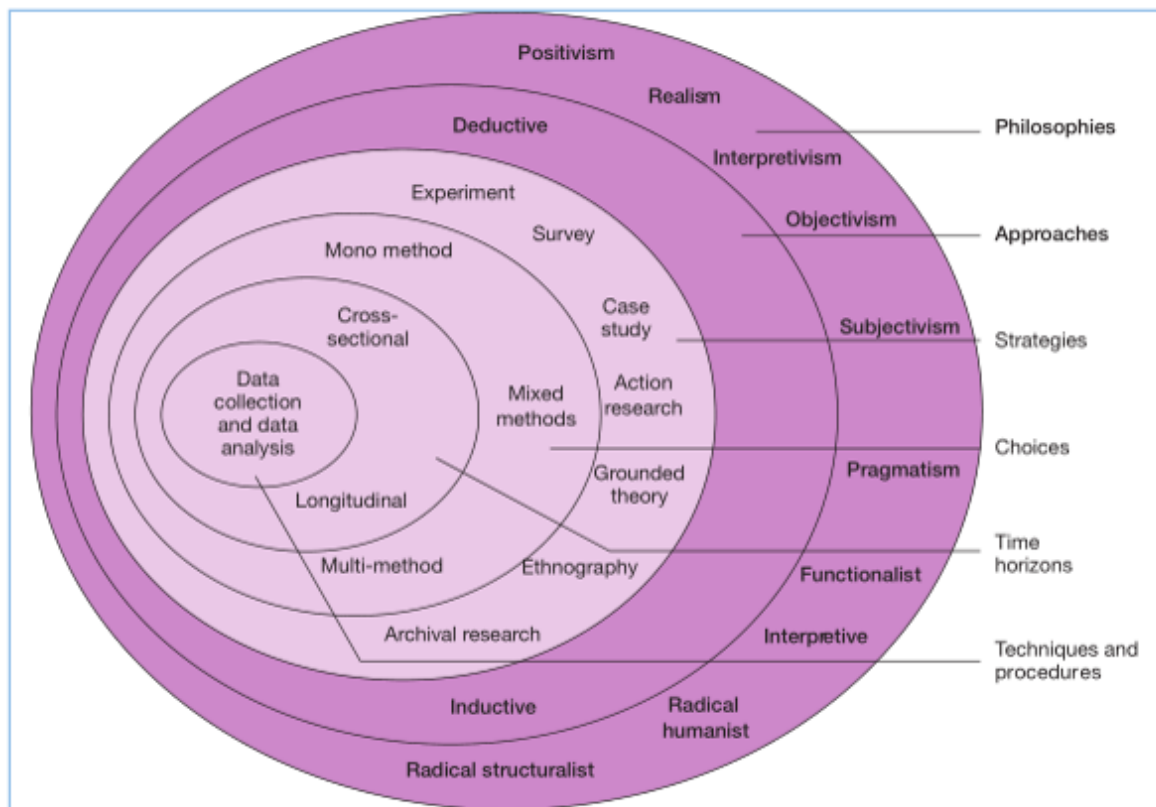
employee's work. (Macey and Schneider, 2008). A supportive leader is a micro transformative leadership. (Shin and Zhou, 2003), which is called individualized consideration. Individualized consideration implies adjusting interactions with supporters through effective mentoring, education, and comprehension. (Grant, 2012) Staff will be more engaged in their work if they believe their leader is aware of their needs, as illustrated by their communication skills, their willingness to pay attention to employees, their willingness to solve the issues with good actions and attitude, and their ability to represent the core objectives in their own attitude. People who have faith in their leaders are more prone to concentrate on their duties because they feel confidence, security and stable. (Kahn, 1990). Employee engagement requires senior managers' strong support and involvement, as well as a powerful delegation, perception, and standards. Kahn (1990) offered conceptual and practical proof of the beginning of the leadership-employee link. Employee engagement is boosted through trusting the leader, assistance from the leader, and the creation of a psychologically safe atmosphere. Leadership can foster an environment in which employees can engage in organizational citizenship programs. The activities of a leader have a significant impact on employee productivity or efficiency. According to Saks (2006), there is a link between managers' motivation and staff involvement.

The theory of social exchange, according to theorists, could reveal how leaders influence an organization's success. Employees would do the same actions of their leader's, according to the theory of social exchange, and there would be an appropriate strong bond as part of the structure of social exchange connection. (Soeib, Othman and D ' Silva, 2013) A source of motivation and fulfillment is how a leader interacts with others. Leadership has an impact on supporters' attitudes behavior and productivity. (Bycio, Hackett & Allen, 1995). A few people believe that frameworks like encouragement, job satisfaction, organizational engagement, and involvement in organizational citizenship are part of the commitment.

Previous studies have shown a valid link between leadership styles or attitudes and concepts that few people believe are part of the commitment.

CHAPTER 3: RESEARCH METHODOLOGY

The research methodology consists of the research: philosophies, approaches, strategies, choices, time horizons, and techniques.to analyze the data.



Source: Saunders et al. (2019, p.102)

Figure 4-Research Onion

3.1 Research Philosophy

Research philosophies are concepts on how to accumulate, evaluate, and use data regarding a situation. Any research is supported by five primary philosophies, which are defined based on the research subject, goal, and purpose. These philosophies consist of:

Positivism, Interpretivism, Critical Realism, Pragmatism and Post Modernism.

3.1.1 Positivism

The researcher's analytical function, according to positivist studies, is confined to data gathering and investigation. In these types of projects, the outcomes are usually distinct and calculable. Positivism is based on calculable assumptions that help with numerical interpretation. "As a philosophy, positivism is consistent with the empiricist idea that knowledge is derived from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined and regular manner" according to one source. Positivism is a concept that claims that only "factual" information obtained by sight, including calculation, is correct. We will apply the Positivism philosophy in this study because it is based on quantitative analysis.

3.1.2 Interpretivism

It is known as interpretivist, which demands researchers to interpret features of the analysis, integrating interpretivism into a human-interest study.

3.1.3 Critical Realism

From our viewpoints and observations, the world as we know and understand it is built by what is observable. Critical Realism is a philosophical distinction between the 'actual' and the

'observable' realities. The 'absolute' is hard to perceive since it persists despite people's expectations.

3.1.4 Pragmatism

It is a deconstructive philosophy that encourages the use of mixed methods research quantitative and qualitative.

3.1.5 Postmodernism

It comprises of a wide bond of intellectual positions that collectively deliver a harrowing critique of modernism's fundamental assumptions, particularly the scientific investigation method and used mostly in the arts and social sciences.

3.2 Research Approach

The research approach is made up of three approaches that encompass the five philosophies described earlier: Deductive, Inductive, and Abductive.

3.2.1 Deductive Approach:

The deductive method focuses on "developing a known theory-based hypothesis then creating a study method to test it" and deductive approaches are typically utilized by the positivism philosophy while conducting a quantitative study. Thus, in this research we will be using the Deductive approach to reach the results. Deductive reasoning implies assessing several theories Thus deductive analysis cannot be done when there is no previous research done. You should begin with previous results of an inductive study. When all of the claims in the inductive analysis are correct, and the terminology is flexible and easy, the deductive reasoning assumptions may be correct.

3.2.2 Inductive approach:

When the interpretivism philosophy is adopted, this strategy is commonly used. The inductive technique is observable in many forms of qualitative data analysis. (Strauss & Corbin, 1990) It follows a typical pattern in qualitative data analysis that has been recognized by others. (Miles & Huberman, 1994). An inductive approach's main goal is to allow research findings to originate from actual data without the limits imposed by formal procedures.

3.2.3 Abductive approach:

It's a sort of logical reasoning that begins with an insight or a set of insights and then seeks out the most straightforward and easy explanation for the findings. This method, however unlike deductive approach, offers a logical reasoning but does not definitely confirm it. As a result, abductive approaches are observed as having a persisting sense of uncertainty, represented in terms of retreat like "way that works best"

3.3 Research Strategy (Data Collection Method)

This part explains the data gathering procedure as well as the process of evaluating the information using SPSS software. The strategies that we can use in a research: " Experiments, surveys, case studies, archival research, art-historical, action research, and grounded theory ". Few can be used for a quantitative research "when dealing with elements that can be calculated" and few for a qualitative research "when dealing with elements that can't be calculated " and few can be used for mixed research "quantitative and qualitative research " when part of the information may be calculated not all of it ".

In this study, we will use a survey strategy since it is a quantitative research, using the SPSS, we will collect the data from a questionnaire and then measure and interpret it on the SPSS.

3.3.1 Data Collection

The information that was obtained from the questionnaire is present in Appendix A. The goal of the questionnaire was to gather quantitative, data on the impact of leadership styles on job satisfaction. The questions that were used were easy, straightforward, and appropriate and did not require more than 10-15min. This process (information gathering) required completing the questionnaire online via a shared link among the different groups of the bank staff, keeping the respondents anonymous. The questionnaire is formed of 3 parts:

"A" requested participants to imply their answers by five levels of agreement:

‘Strongly disagree-disagree-neutral-agree-strongly agree’. It also aimed to assess three different leadership styles: autocratic, democratic, and laissez-faire.

"B" asked the participants to indicate their degree of acceptance of specific phrases and issues in the work environment. This part also had 5 levels: "strongly disagree-disagree-neutral-agree-strongly agree “. This part tends to measure the worker’s satisfaction by evaluating: Work nature, interpersonal relationships, training, empowerment, and policies

"C" focused on obtaining demographic data in general including:

Gender, marital status, age, degree of education, number of employees, job function, seniority with the same manager, job responsibility, length of service with the bank, work location.

3.3 Research Methodological Choice

This research must follow a precise methodology to support our research and information gathering procedures. We should analyze variables and test theories or hypotheses to gather quantitative data. Statistics and calculations are not always the best method to understand principles, beliefs, and expertise which are best comprehended through qualitative data. Questionnaires appear to be a quick and straightforward method of gathering information from people. Moreover, because they are used in so many different situations around the world today, they are extremely hard to formulate. Unless you have ways to persuade individuals to complete and turn in the forms on site, the response rate will almost always be low and of course it will restrict the questions, and time to answer them. Quantitative research has several qualities, including a focus on evaluating hypotheses and ideas, as well as statistical and arithmetic analysis. It is primarily expressed in diagrams, statistics, and charts. It also demands many respondents, as we distribute close - ended questions. Whereas qualitative research focuses on analyzing ideas and creating a theory or hypotheses, and is examined by classifying, analyzing, and summarizing, qualitative research is primarily presented through words and demands few people to answer using open-ended questions. In addition to the two methods explained previously, there is a mixed method which combines the two types of research that includes both a questionnaire and an interview. Assume you are conducting interviews to determine how satisfied participants are with their study and to provide additional insights on their response. Next you utilize the survey as a large-scale way to evaluate your findings. Another technique is to conduct a questionnaire to identify patterns, beliefs, or values, followed by interviews to further understand the elements that drive the patterns.

In this study, we will use the quantitative method using a questionnaire(survey). The questionnaire is distributed among some banks in Lebanon. There are 15 different banks in Lebanon but only 6 were covered in our survey.

3.4 Time horizon

Regardless of the research methodology utilized, time horizons are essential for research design. Time horizons have two types which are longitudinal and cross-sectional.

Cross-sectional: A study may be completed to answer a research question in which data is gathered just once, perhaps over a period of weeks, months, or days. Cross-sectional or one-shot studies are the terms used to describe these types of investigations. Because our data only needs to be obtained once, our study will likewise use cross-sectional research.

Longitudinal: Over a considerable duration, these tests repeat themselves. Cross-sectional research is limited to a specific time range. Thus, the horizon of cross-sectional time is going to be used in this research.

But, in some situations, the researcher may seek to investigate individuals or events from various perspectives to answer the research question. For example, the researcher may seek to examine worker behavior during a change in top management to determine the impact of the change. Thus, the data was collected at two distinct dates, the analysis was not done in a cross-sectional or one-shot manner, but rather over a period which is longitudinal.

3.5 Techniques and Procedures for Data Analysis

This research is a quantitative research supported by primary data. Quantitative research usually has a measurable output, thus data will be gathered by the questioner and shared to the respondents. The questioner's response is examined using a program called SPSS, which stands for "statistical package of the social sciences" and is utilized by a variety of scholars for complex statistical data processing. The SPSS software was founded for the processing

and statistical analysis of social science data. It was first released in 1968 and afterwards purchased by IBM in 2009. Market analysts, health consultants, survey firms, governmental agencies, academicians, advertising businesses, data analysts, and others utilize SPSS to gather and evaluate survey information.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1. Introduction

The research methodology and data collection approaches were adopted in the previous chapter. SPSS was used in this research to analyze the information collected from the questionnaire to test the hypothesis that was set in the introduction chapter, and based on the results, we can determine whether to accept the hypothesis or not. The outcomes of further data interpretation evaluation are shown in this chapter. And to understand the relationship between the parameters studied, the researchers used a variety of statistical methodologies.

4.2. Findings (Descriptive Statistics)

4.2.1- The overview of Characteristics of the Demographic part:

A-Number of employees in each branch

How long have you been working in the same bank?
103 responses

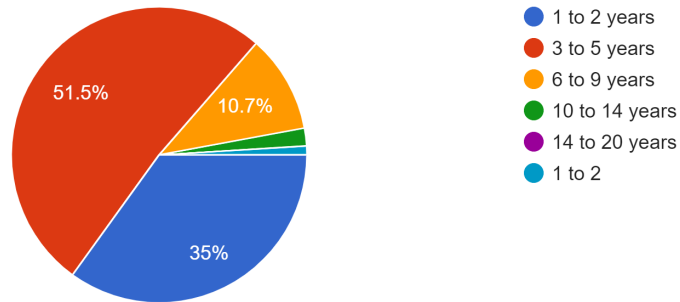


Chart 1-The number of employees in the branch they work in.

B- Job location

Job Location
103 responses

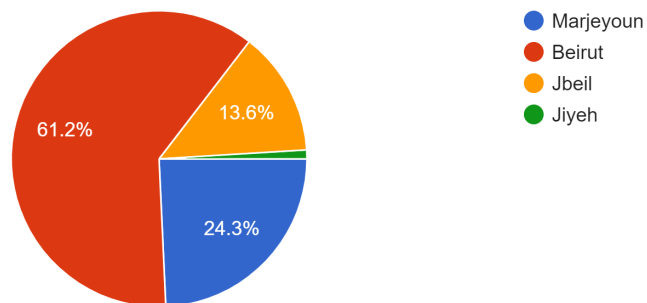


Chart 2- Workforce distribution by location

C-Gender

Gender
103 responses

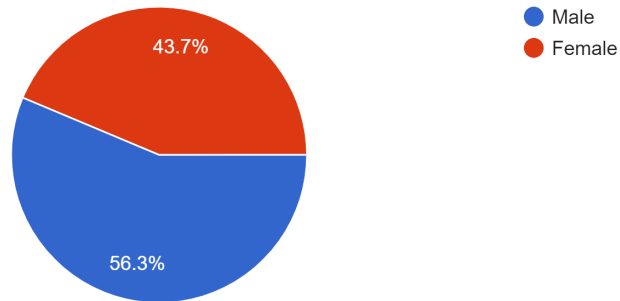


Chart 3-Gender distribution for employees

D- Martial Status

Married Status
103 responses

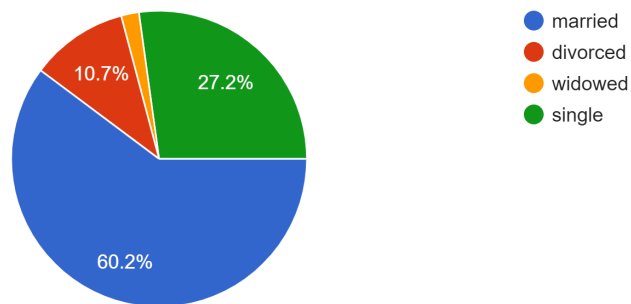


Chart 4-Distribution of family status for employees

E- Age

Age

103 responses

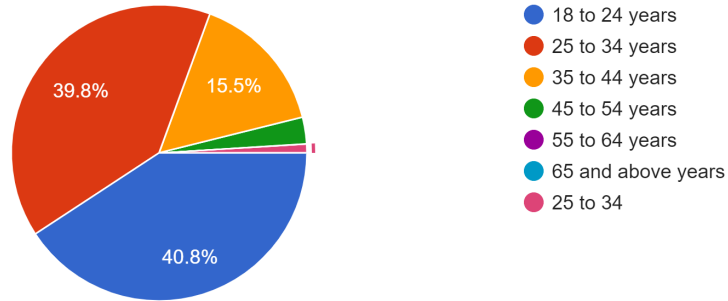


Chart 5- Age distribution for employees

F-Education level:

Education Level

103 responses

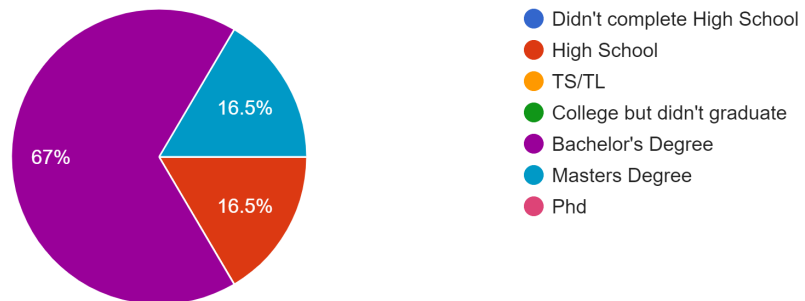


Chart 6-Education level distribution for employees

G- Duration of employment in the same bank

How long have you been working in the same bank?

103 responses

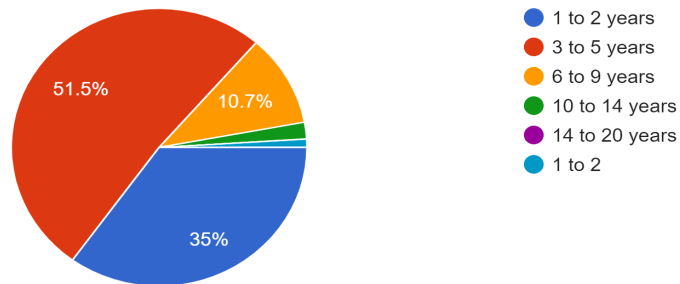


Chart 7-Duration of employment in the same bank

H-Job Responsibility

Job responsibility

103 responses

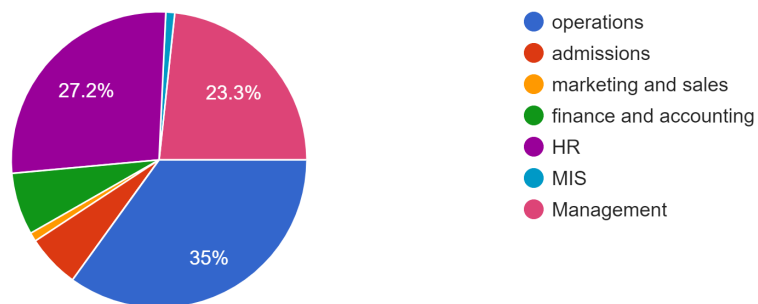


Chart 8-Job responsibility

I-Time of operation with same manager

How long have you been working with the same manager?

103 responses

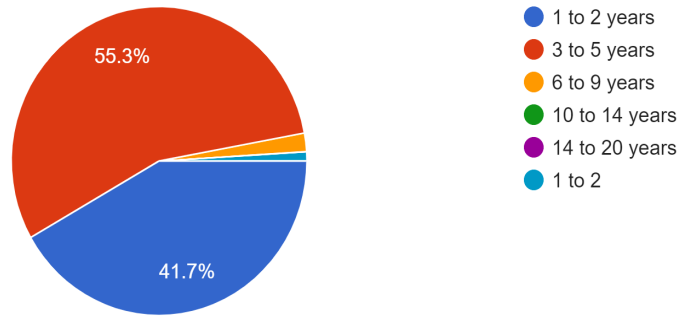


Chart 9-length of operation with same manager

4.2.2 Testing the theoretical framework

Leadership style statements:

Questions of Part 'A'	Percentage	Mean	Average Mean
Autocratic style			
If I am not properly supervised, I will not do my duties effectively	57%	2.8	
I participate in the decision-making process	59.28%	2.96	
I solve the problems by my own, because my leader lets me	59.80%	2.99	
My leader does not apply any type of pressure when guiding me	61.72%	3.086	2.959
Democratic style			
Leaders should let subordinates assess their own work	78.06%	3.9	
My leader is really good at giving orders and clarifying procedures.	80.08%	4	
My leader communicates with me on a regular basis in a helpful manner.	78.26%	3.91	
My leader helps me to accept responsibility for completing my own work	78.32%	3.916	3.93
Laissez Faire style			
Our superiors consider us to be lazy employees.	49.72%	2.486	
To achieve the company's goal, our leader punishes or reward us, depending on the situation	50.48%	2.52	
My leader gives me total freedom to solve problems on my own	50.16%	2.508	2.506

Table 10-the values of the mean and percentage of leadership styles

1.2.3. Statements of satisfaction

Questions of Part 'B'	Percentage	Mean	Average Mean
Nature of Work			
I can improve skill and knowledge from my job	75.76%	3.788	
Managers give my ideas <u>importance</u> to perform better	75.001%	3.75	
I have interest in my job, and it is sustainable	73.64%	3.682	3.74
Interpersonal relation			
The supervisor listens to my ideas	74.76%	3.738	
In this firm, free discussion <u>occur</u> between the leader and the staff	73.32%	3.66	
Managers communicate the weakness of employees in non-threatening way	72.8%	3.64	3.679
Training			
The training is useful and helpful to acquire skills and knowledge	76.1%	3.805	
Managers encourage us to participate in the training	76.96%	3.84	
We are provided with opportunity to implement new methods and apply creative ideas	73.22%	3.66	3.76
Policies			
The policies of management create conducive work environment	74.46%	3.723	
Career opportunities and their growth is immensely considered by management	77.3%	3.865	
There is a trust and openness strategies adopted by management	74.56%	3.73	3.77
Empowerment			
Managers Delegate of authority to allocate resources for various work	74.56%	3.728	
Authority given to employees to complete the assigned task	75.46%	3.773	
There is an easy accessibility of required information	74.8%	3.74	3.747

Table 11- The values of the Mean and percentage of Employee satisfaction Variables

4.2.4. Correlations

To test our hypothesis, the Pearson correlation test was done using the SPSS,

	Autocratic	Democratic	Laissez-Fair
Pearson Correlation	-0.2235	0.625	-0.41
sig. (2 tailed)	0.23	<0.00001	0.000017
N	103	103	103

Table 12-Pearson Correlation test between leadership style and employee satisfaction

	Gender	Education	Job location
Pearson Correlation	-0.147	0.223	-0.06
sig. (2 tailed)	0.138409	0.023563	0.547144
N	103	103	103

Table 13-Pearson Correlation Between Job Satisfaction and some Demographics

4.3. Analysis

Chart 1: The first chart provides information about the duration of time that employees worked in the same bank, and as shown in the chart, 51.5% of the employees worked in the same bank for 3 to 5 years, 35% for 1 to 2 years, 10.7% for 6 to 9 years, 2% for 10 to 14 years, and 1% for 14 to 20 years.

Chart 2: The second chart implied that all the responders were collected from three different regions in Lebanon mostly 62.1 % operate in Beirut banks, 24.3% operate in Beirut banks, while 13.6% operate in Banks in Jbeil.

Chart 3: The third chart, implied information about the participants gender, where 56.3% were males and 43.7% were females, Thus the majority of the participant's gender were males in this study.

Chart 4: The 4th chart revealed information about the marital status of the respondents, where 27.2% single, 60.2% married, 2% widowed, and 10.7% divorced. Thus, the majority are married.

Chart 5: The 5th chart implied information about respondents age, where 40.8% were from 18 to 24, 40.8% from 25 to 34, 15.5% from 35 to 44, and only 2.9% from 45 and 54. Thus 81.6% of the employees that responded were young (18 to 34 years old).

Chart 6: The 6th chart provided information about the respondent's education level, ranging from no education to PHD, where the majority had their bachelor's degree (67%), 16.5% had their master's degree, and 16.5% only finished high school.

Chart 7: The 7th chart implied information about the duration of employment in the same bank, where 51.5% of the respondents have been working from 3 to 5 years in the same bank, 35% from 1 to 2 years, 10.7% from 6 to 9 years and 2.8% from 10 to 14 years.

Chart 8: The 8th chart provided data about the work responsibility of each respondent. The operations 'employees' percentage was 35%, 23.3% of the management team, 27.2% of employees were HRs, 6.25% worked in admissions, 6.25% worked in finance and accounting, 1% in MIS and only 1% in marketing and sales.

Chart 9: The 9th chart implied information regarding the duration of operation of the respondent with the same manager. Where 55.3% worked from 3 to 5 years ,41.7% from 1 to 2 years and only 3% worked from 10 to 14 years under the same managers' supervision.

The answers for the questionnaire consisted of "choose the best answer", where the available answers for parts 'A' and 'B' ranged from strongly disagree to strongly agree.

Table 10: To determine the most popular leadership style in Lebanon's banking industry, the mean and percentage of each statement used in the questionnaire was calculated and the average mean of the style was also calculated. The average mean of the autocratic style of leadership tends to be 2.959, while the average Democratic leadership style is 3.93, and the average Laissez-Faire leadership style is 2.506

Table 11: Similarly, in Table 11, the mean, percentage and average mean of each statement was calculated, and the calculation implied that the respondents were satisfied at the most from the policies with average mean 3.77, where as the training course showed average mean of 3.76, followed by the nature of work and empowerment that both has the approximately same average mean of 3.74, and finally international relations having an average mean of 3.679, thus calculating the average mean value of employment satisfaction (3.73) which allows us to conclude that 77% of the employees that responded are satisfied.

Table 12: The correlation coefficient (r) is a measure of how closely two variables are related. It extends from -1 to +1, if the correlation coefficient is + 1 then it means that the relationship between the two variables is positively strong, whereas a correlation coefficient

of -1 means that the relationship is negatively strong, and every correlation factor above 0.3 or -3 is significant whereas at 0 it is negligible, and p should be <0.05 to be significant.

In table 12, the correlation among Autocratic style of leadership and employment satisfaction is considered negligible since $(r) = -0.22$ and $p=0.23 >0.05$ thus there is no link between the autocratic leadership style and job satisfaction. But the second Pearson test revealed $p<0.00001 < 0.05$ and $r = 0.625$, thus there is a positive correlation between the two variables, and a strong link between the democratic leadership style and job satisfaction.

The third test revealed, $p = 0.000017 <0.05$ and $r = - 0.41$ thus there is a negative low correlation between the two variables, and therefore a negative link between laissez-faire and job satisfaction was concluded, which implies employee satisfaction decreases with the increase of implementing this style.

Table 13: In table 13, the results of only three demographic variables and job satisfaction correlation were revealed since they are all negligible in general, meaning that (r) was <0.3 and >-0.3 and $p>0.05$ thus no negative or positive relation. However, in the education/job satisfaction test, $r = 0.223$ and $p=0.02<0.05$ which indicates a very weak positive relation between the two variables.

4.4. Summary

The research deduced from the analysis that

- Most respondents work in Beirut.
- Most participants were men.

- Most of the respondents were married.
- The highest percentage of the participants age was 18 to 34.
- 67% of the employees that participated have bachelor's degree
- 35% of the respondents worked in the operations department.
- 51.5% of the respondents have been working from 3 to 5 years in the same bank.”
- 55.3% of the employees have been working from 3 to 5 years under the same manager.
- Most managers used the democratic leadership style.
- The employees are mostly satisfied with the policies of the manager.
- Pearson correlation test indicated that there is a strong link between democratic leadership style and job satisfaction, thus H1 is accepted, but the test with the demographics did not reveal any relationship between demographics and satisfaction

CHAPTER 5: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

5.1. Conclusion

From this study, we conclude that most Lebanese managers in banks use the democratic leadership style and some of them use Autocratic style and Laissez-Faire. But the strong positive relationship was revealed between the democratic and job satisfaction, similar results were found from experiments in Finland and many other countries.

The most distinctive benefit of Democratic leadership is to help employees to recognize their responsibility for completing their jobs, as well as effective communication regarding job procedures, thus increasing this type of communication, which improves Democratic leadership behaviors and reflect an increase employee job satisfaction.

In the Autocratic style, employees valued being a member of the decision-making group, as well as providing input without pressure, even if they felt that supervisors would not allow them to operate on their own in tough situations.

Policies used by managers will reflect an increase in job satisfaction as already shown before in this study especially when management practices confidence and transparency. Moreover, satisfaction would increase with the increase in training courses. Since Employees implied that these courses helped them develop new skills and knowledge. Furthermore, if managers encourage employees to engage in these courses, satisfaction will probably increase.

Employee satisfaction can also be attributed to the nature of employment, particularly if employees are able to advance their capabilities and specially if their jobs are durable.

Also, Personal relationships increase job satisfaction. Employees will be pleased if managers openly share ideas with them and point out flaws in a non-threatening manner.

Employee satisfaction in this study is considered high (75%) and it can be increase if staff are inspired and encouraged to finish the entire task they are given.

With respect to the demographics, no significance relationship was revealed between demographics and job satisfaction, although most of the respondents were young and educated, married and 50% of them worked in the same bank for 3 to 5 years.

5.2. Limitations

Covid 19 is considered to be a problem these days due to its widespread ,but in this study it was not an obstacle since the questionnaires was sent by an online link to the employees and shared among the different employee groups in the studied banks, then the answers were scanned and driven to the SPSS program so the problem was not in collecting the primary data, but the only obstacle was learning how to use the SPSS system in order to correlate between the multiple variables that were studied.

5.3. Recommendations

After studying the effect of leadership styles on job satisfaction, its essential to recommend the bank managers in Lebanon to carefully study and analyze leadership styles since it will enhance employee's productivity and aid in accomplishing higher targets .And since Democratic leadership style revealed the best results in this study, managers are required to train on this specific style and avoid the other styles Autocratic and Laissez-Faire style due to their negative effects on employee satisfaction which reflects on productivity.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES

MBA thesis questionnaire

Hello.

My name is Roy Sweidan and I am a student at LIU.

Please help me out by filling this form for my graduation project in management.

My thesis is about the effect of leadership style on job satisfaction.

Questions of Part 'A'

Autocratic style

If I am not properly supervised, I won't do my duties effectively

I participate in the decision-making process

I solve the problems by my own, because my leader lets me

My leader does not apply any type of pressure when guiding me

Democratic style

Leaders should let subordinates assess their own work

My leader is good at giving orders and clarifying procedures.

My leader communicates with me on a regular basis in a helpful manner.

My leader helps me to accept responsibility for completing my own work

Laissez Faire style

Our superiors consider us to be lazy employees.

To achieve the company's goal, our leader punishes or rewards us, depending on the situation

My leader gives me total freedom to solve problems on my own

Questions of Part 'B'
Nature of Work
I can improve skill and knowledge from my job
Managers give my ideas <u>importance</u> to perform better
I have interest in my job, and it is sustainable
Interpersonal relation
The supervisor listens to my ideas
In this firm, free discussion <u>occur</u> between the leader and the staff
Managers communicate the weakness of employees in non-threatening way
Training
The training is useful and helpful to acquire skills and knowledge
Managers encourage us to participate in the training
We are provided with opportunity to implement new methods and apply creative ideas
Policies
The policies of management create conducive work environment
Career opportunities and their growth is immensely considered by management
There is a trust and openness strategies adopted by management
Empowerment
Managers Delegate of authority to allocate resources for various work
Authority given to employees to complete the assigned task
There is an easy accessibility of required information

Questionnaire of Part 'C'
Gender
Age
Education
Job position
Job reasonability
length of employment in the same bank
length of employment with the same manager
number of employees in the branch
Status of Marriage

Answers of Part A and B were multiple choice: strongly disagree, disagree, neutral, agree, strongly agree. But in Part C, each question has its own multiple choice (previously seen)