

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

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### Abstract

Employment satisfaction is a major component of any company's success. In other words, companies with more satisfied employees are expected to be effective and efficient. This study examines the kinds of current leadership types in Libya's banks and the impact they have on employee satisfaction. The target group consisted of 400 employees from Libya's bank. A comprehensive survey of stratified workers at the Banks of Libya has been circulated with four hundred questionnaires. The respondents replied a total of 204 questionnaires (51 percent). The results of the research showed a strong positive link between autocratic leadership and employee

satisfaction, together with democratic leadership, while leisure leadership has a strong negative relation to employee satisfaction.

**Keywords:** Bank Managers, Leadership Style, Employees, Job Satisfaction.

### **Introduction**

The quality of living in lives is one of the most significant things that makes people satisfied. An individual can find fulfilment in their life in the area in which they spend a great deal of time, in the working life; in other words, satisfaction with existence may happen to the job. Employment pleasure is a general activity due to changes in arrangement in three different fields, i.e., basic aspects of work: human characteristics. In other words, employee satisfaction with their work is the perception. It happens when a task transcends the customer's standards. The productivity at work is also known as the results of human resources and is probably one of the areas most studied in industrial and business psychology. Some companies with more happy employees therefore would be better and more competitive. Other good results, including low employment, minimising absenteeism, increasing profitability, consumer loyalty and organisational performance can contribute to employment satisfaction and other beneficial effects and environmental influences combined with other characteristics of jobs. (Kinicki, 2006)

Satisfaction at work is the positive mental state of appreciation for activities or work (Locke, 1976). The satisfaction of employment does not only exist when an individual appreciates, but it is the pleasure of the workforce even if they receive the best material for their

careers. If you have friends, you want to work with them and you're happy after a job, good or service.

According to Uhl-Bien, Marion and McKelvey (2007), businesses are operating within competitive conditions on globalisation, technology, the marketplace and policy. In the private sector, there are constantly numerous challenges to the global climate, the need for greater involvement and competitiveness. Before the company's success and development, employees shall be considered intangibly linked assets. Leadership is a process by which an individual seeks to control other group members in achieving group aims (Flynn 2009). Leadership is commonly referred to as a process by which people bring their best and others. In recent years, the concept of leadership has shifted, including the prevailing leadership models which have taken on one or more features of their former participants. According to Naidu and Van Der Walt (2005), good leadership has a negative impact on transformation. The leader should also be viewed as a strong transitional power. Transactional and transformation leadership was developed in the early 1970s (Flynn, 2009).

The level of satisfaction with their work can be described loosely as job satisfaction (Mishra, 2013). Study in Hawthorne has been the biggest achievement in understanding job satisfaction (Olsson and Wass, 2001). The findings of the study show that better procedures at work increase employee satisfaction. People also work for a specific cause than jobs. Workers moods and emotions are the main variables of satisfaction in their workplace. Satisfied employees show more loyalty to their jobs and to their firms. Transactional leadership and leisure management models contribute to job satisfaction based on

leadership theory. This work also includes finding a connection between job satisfaction and leadership styles that critically challenges the views above.

### **1. Literature Review**

Leadership types affect employee satisfaction significantly. The degree to which leadership and workplace consistency are the most important elements of job success and dissatisfaction. The productivity of staff can be helpful for employers with positive behaviour. Leading organizations are boosting efficiency in their work with these apps (Baltaci, Kara, Tascan, and Avsalli, 2012). Some organizations that are agile and take part in participatory management and concentrate on interaction and employee benefits should be happy with employees, according to some studies.

Higher hierarchy has a major effect on the satisfaction of employees. The perception of the supervisor 's actions can favourably or adversely affect employee satisfaction. For behavioural activities like facial expression, eye contact, oral tonality and body movement, the interaction between the superior and lower is significant. Nonverbal signs have an important role to play in the interpersonal relationships to encourage sensibility, anger, attractiveness, social impact and emotional contact.

Mishra (2013) reports that the position of a leader has a terrible effect on employee satisfaction. The idea of their workers having a mixture of relationship (transformative) and task-oriented (transactional) is very satisfying to McMillan and Schumacher (1993).

The objective of Chen's (2004) is to evaluate the leadership efficacy hypothesis and its effect on a number of indicators of results

from its study. Hersey and Blanchard Situation Leadership Theory (SLT). The metrics have been employee retention, efficiency in the workplace, working tension and commitment to attrition. SLT says a successful leader selects a kind of leadership that focuses on the skill and the excitement of subordinates for a certain task. SLT predictions have not been supported by evidence that a successful balance of management and subordinate planning contributes to higher job content among the subordinate and working and decreases job stress and the will to resign. The results nevertheless endorsed SLT in part because the higher the hierarchy, the greater the chief's control. However, the management description did not predict the outcomes of the work. There has been a positive connection between expertise, motivation, retention of staff and success. The planning of workplaces was positive and beneficial for job success and productivity.

## **2. Material and Method**

### **2.1. Purpose of the Study**

The purpose of this study is to achieve the following objectives:

1. Finding the leadership styles of bank managers in Libya.
2. Identifying the best method to achieve high level of job satisfaction.
3. Exploring the effect of sex, education, salary, hierarchy level to determine the level of job satisfaction among employees of Libyan banks.
4. Measuring job satisfaction's level of employees in Libyan banks.
5. To identify employees' understanding of their leader's style

6. To know the levels of work satisfaction and to find the relationship to the style of your leader

### **2.2. Statement of the Problem**

Human efforts and results play an essential part in organisations' progress or failure. Although leadership has a crucial impact on employee effectiveness and loyalty, a study must be performed to determine methods of the management between bank managers and the relationship between employees and managers. This helps us to consider the influence these management methods have on the productivity of the bank's workers. The following questions need to be addressed in order to achieve the main objectives of this report:

1. What are the first concepts of leadership of banks in Libya, according to the employees' viewpoint?
2. From employee perspective, what are the most impressive features of this type?
3. What is the Libyan workers' level of job satisfaction?
4. What are the core facets of employee satisfaction in Libya?
5. How does banking managers' leadership contribute to Libya's workforce satisfaction?
6. Is there any particular factor in which the manager's leadership style gives workers in Libya greater satisfaction?

### **2.3. Importance of the Study**

Work satisfaction is a crucial factor in many organisations that identify performance relevant to human capital. The satisfaction of employees in their work is directly related to management leadership, so the value of this study is to impact the banking industry and to explore major factors which boost employee satisfaction. In the one

hand, greater productivity of workers would contribute to increased quality and operation, on the other, to the performance of the banking industry by enhancing employee well-being. The study's findings will show the effect on work satisfaction of management's leadership practices, which will benefit the banking sector in Libya for the future.

#### 2.4. Model of The Research

As in Figure 1, the conceptual model that has been developed for the study.

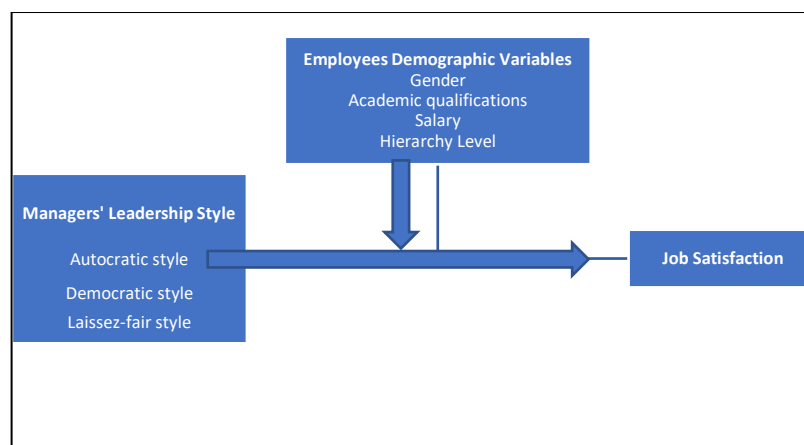


Figure 1. Model of the research

The questionnaire that has been used in this study was taken from Amer (2009) research in Hebron University.

#### 2.5. Hypothesis and Research Questions

The following theory and study questions are mentioned in conjunction with the issue statement in the first chapter:

First question: Does presumed leadership have relationships with bank workers' work satisfaction?

H1: The relationship between management and job satisfaction among bank employees is important

Second question: Is there a meaningful correlation between democratic leadership and work satisfaction for bank employees?

H2.1: There is a clear correlation between democratic leadership and work satisfaction for bank staff.

Thirdly, is there a relevant connection between laissez-faire leadership and work satisfaction of bank employees?

H2.2: There is a close correlation between laissez-faire management style and work satisfaction among bank employees.

Fourth issue of research: Is there a substantial link between autocratic leadership and work satisfaction among bank employees?

H2.3: Autocratic leadership and work satisfaction among bank workers are greatly related.

Fifth study question: Is the satisfaction of bank workers by demographic factors substantially differing?

Sex as a work satisfaction variability

H3.1: The statistical variations in the satisfaction of bank workers by gender are significant.

## **2.6. Scope and Limitation of the Study**

- The time scope: testing period between January 2020 and March 2020.
- The place scope: all the Libyan banks operational will be investigated
- Human scope: The study community will be workers of the Libyan banks in Libya.
- Research limitations:



1. Lack of contacts with such restrictions in Libya's bank because it is directed from Turkey

2. Some workers had little time to complete the survey in short order, and researchers had to spend more time gathering the requested data.

3. Any workers had no power and Internet connection because of the Libya war to fill in the questionnaire, so the researcher had to spend more time gathering the information needed.

### **2.7. Research Objective**

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

### **2.8. Target Population**

The goal number of people who could be investigated in the study is, according to Amer (2009). Results from the survey population should also be used for generalization. Both employees of the numerous banks in Libya were interested in this report. The target demographic was 400 workers, but due to some constraints, the number declined to 204 later clarified. The research in this category was carried out because they are influenced by the organizational styles used by the boss, shifting employee satisfaction levels.

## 2.9. Sample Method

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

## 2.10. Data Collection

Staff of numerous banks in Libya have been contacted via email, Facebook messaging and WhatsApp. The workers were sent a questionnaire and given roughly one month for completion. The participants subsequently submitted the completed questionnaire via e-mail and evaluated the responses.

## 2.11. Data Analyses

The sample adequacy for analysis has been confirmed by the Kaiser – Meyer – Olkin scale  $KMO = .917$ . The Bartlett sphericity test is used for checking for associations between variables, the matrix for associations is strongly correlated with at least some of them,  $\chi^2 (325) = 3083.983$ ,  $p < .001$ . Original analysis for each element in the results was done to get its own values. Seventeen objects have been removed because of cross-loading or insufficient load factor. Three reasons explained the difference in a mixture of 58,318%. The first factor is the style of democratic leadership, second factor the laissez-faire style of leadership and third factor the autocratic leadership style.

**Table 1.** Reliability Statistics of Leadership Styles' Scale

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

Table (1) shows Analysis of Reliability for Scale of Leadership Styles. The scale had a satisfactory reliability, Cronbach's  $\alpha = .717$ . Sub-scales reliability ranged from .749 to .933. The scale and sub-scales have reached satisfactory Cronbach's Alpha value. Results indicate that the scale and the sub-scales variable to be used in measurement.

A principal component factor analysis (Oblimin with Kaiser Normalization) was conducted on the 26 items. The Kaiser–Meyer–Olkin measure verified the sampling adequacy for the analysis, KMO = .869. The Bartlett test of sphericity is used to test the presence of correlations among the variables, the correlation matrix has significant correlations among at least some of the variables,  $\chi^2 (253) = 1987.380$ ,  $p < .001$ . An initial analysis was run to obtain eigenvalues for each factor in the data. Due to cross-loading or low factor loading 3 items were deleted. Four factors in combination explained 58.935% of the variance. Factor one represents satisfaction with supervision, factor two represents satisfaction with promotion, factor three represents satisfaction with pay and factor four represents satisfaction with nature of work and work conditions.

**Table 2.** Reliability Statistics of Job Satisfaction Scale

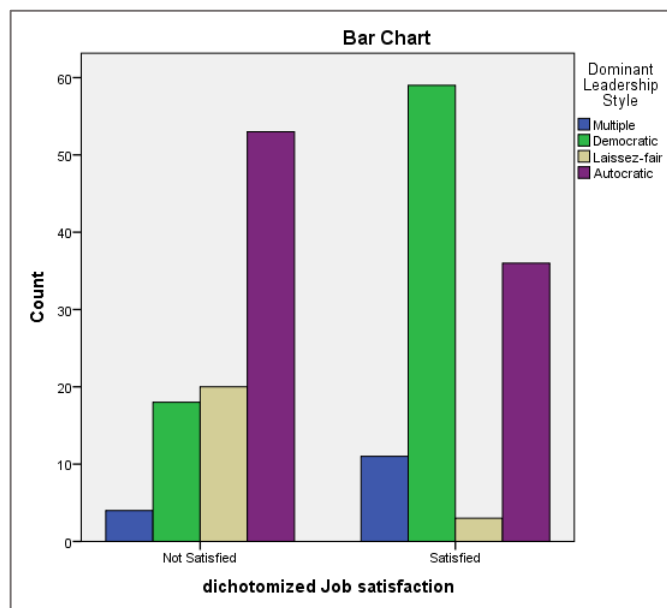
Scales and sub-scales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Satisfaction	.905	.905	23
Satisfaction with supervision	.901	.902	8
Satisfaction with promotion	.801	.802	5
Satisfaction with pay	.835	.834	5
Satisfaction with nature of work and work conditions	.684	.689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

Table (2) shows Analysis of Reliability for Scale of Leadership Styles. The scale had a satisfactory reliability, Cronbach's  $\alpha = .905$ . Sub-scales reliability ranged from .684 to .901. The scale and three sub-scales have reached satisfactory Cronbach's Alpha value. The sub-scale *Satisfaction with nature of work and work conditions* Cronbach's Alpha value is = .684 but the mean Inter-Item Correlations is satisfactory; .357 as it falls between the recommended ideal range for the inter item correlation of .2 to .4 (Briggs and Cheek, 1986). Results indicate that the scale and the sub-scales can be used in measurement of the indicated variable.

### 3. The Research Findings

Employment satisfaction was dichotomized so as to suggest satisfaction values greater than 3.5 and dissatisfaction values less than or equal to 3.5. As reflected in Figure 2, 53.4 per cent (n = 109), while the remaining 46.6 per cent (n = 95) was listed as the dissatisfied group resulted in this categorical coding of work satisfaction.

A dominant variable in leadership style emerged by the highest score for the leadership. The autocratic form most recorded was the scale of 43.6 percent (n = 89) of the participants with the highest value. The second most widely identified was the democratic form of respondents with 37.7% (n = 77). Lastly, laissez-fair leadership was the most popular and only 11.3% (n = 23) of the sample were the leaders. A single recognisable form of leadership was not identified by the remaining 7.4 per cent (n = 15) of the respondents.



**Figure 2.** A Bar Chart of Dichotomized Job Satisfaction and Dominant Leadership Styles

**Table 3.** Chi-Square Tests of leadership styles and bank employees job satisfaction

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

The independence chi-square (Table 3) shows the relation of the variables to  $\chi^2$  (3, N =204) = 40.139,  $p < .001$ , Cramer's V = .444,  $p < .001$ , which was important for these variabilities. The relationship between the two variables was strong (Cohen et al, 2013). In other words, work satisfaction seems to differ in a way that is statistically and significantly important with leadership types, so the H1 research question has been supported.

**Table 4.** Relationship Between Democratic Leadership Style and Bank Employees' Job Satisfaction.

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

It has been asked in second research question whether there was an important link between democratic leadership and work satisfaction among bank employees. The chances of meeting were

8.173 times greater with each unit of increased democratic leadership, a substantial impact ( $B=2.101$ ,  $SE = .314$ ,  $p<0.001$ ) (Table 4). For this research topic, H2.1 was therefore sponsored.

**Table 5.** Relationship Between Laissez-Fair Leadership Style and Bank Employees' Job Satisfaction.

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

It has been asked in third research question whether there was a substantial relationship exists between laissez-fair leadership and job satisfaction for bank workers. The risk of not being happy increases by 250 times in any unit on the laissez-fair guidance scale, a major impact ( $B = -1.349$ ,  $SE = .233$ ,  $p < .001$ ) (Table 5). This research question was therefore supported by H2.2.

**Table 6.** The Relationship Between Autocratic Leadership Style and Bank Employees' Job Satisfaction

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

It has been asked in fourth research question whether the autocratic leadership style has a major relationship with bank

employees' job satisfaction. The likelihood of fulfilment increased 2.308 times for every single-unit increase on the autocratic leadership scale (B=.919, SE =.270, p <.001) (Table 6). This was significant. For this research issue, H2.3 was supported.

**Table 7.** Group Statistics According to Gender

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

Table 7. shows group statistics according to gender. Males have scored higher mean value in job satisfaction (M=3.53, SD= .46) than females (M= 3.45, SD= .50).

**Table 8.** Independent Samples Test of Job Satisfaction According to Gender

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



Table 8. shows Independent Samples t Tests of bank employees job satisfaction according to gender. In order to compare the mean work satisfaction scores between men and women, an independent T-test was performed. Although Males have shown higher mean scores (M=3.53, SD= .46) than females (M= 3.45, SD= .50).;  $t(202) = 1.96$ ,  $p = .233$  two-tailed) the actual difference was not significant. Results do not support hypothesis H3.1

**Table 9.** Group Statistics According to Age

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

Table 9 shows group statistics according to age. The old group has scored higher mean value in job satisfaction (M=3.56, SD= .52) than the young group (M= 3.45, SD= .43).

**Table 10.** Independent Samples Test of Job Satisfaction According to Age

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

Table 10 shows Independent Samples t Tests of bank employees job satisfaction according to age. A separate t-test was performed to compare the mean work satisfaction values between young and old. There is no statistically significant difference between old employees scores (M=3.56, SD= .52) and young employees scores (M= 3.45, SD= .43);  $t(202) = -1.53, p = .127$ , two-tailed). Results do not support hypothesis H3.2.

**Table 11.** Group Statistics According to Marital Status

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

Table 11 shows group statistics according to marital status. Singles have scored higher mean value in job satisfaction (M=3.58, SD=.43) than the marrieds (M= 3.46, SD= .49).

**Table 12.** Independent Samples Test of Job Satisfaction According to Marital Status

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	1.660	.199	1.744	202	.083	.12166	.06977	-.01592-	.25924
	Equal variances not assumed			1.824	158.613	.070	.12166	.06671	-.01009-	.25341

Table 12 shows Independent Samples t Tests of bank employees job satisfaction according to marital status. A T-test was

carried out to compare the average work satisfaction between individuals and married couples. The marital status factor approaches meaning (which in a single-tailed test would be significant; singles (M=3.58, SD= .43) and marrieds (M= 3.46, SD= .49);  $t(202) = 1.747$ ,  $p = .083$ , one-tailed). Results do not support hypothesis H3.3.

**Table 13.** Group Statistics According to Academic Qualification

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

Table 13 shows group statistics according to academic qualification. Postgraduates have scored higher mean value in job satisfaction (M=3.53, SD= .48) than undergraduates (M= 3.46, SD= .47).

**Table 14.** Independent Samples Test of Job Satisfaction According to Academic Qualification

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

Table 14 shows Independent Samples t Tests of bank employees job satisfaction according to academic qualification. A independent t-test to compare the mean outcomes between undergraduates and postgraduates for work satisfaction was performed. No statistically significant difference between the scores of undergraduates (M=3.46, SD=.47) and those of postgraduates (M=3.53, SD=.48);  $t(202) = -.842, p=.401, 2$ -tailed). Results do not support hypothesis H3.4.

**Table 15.** Group Statistics According to Monthly Income

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

Table 15 shows group statistics according to monthly income. The low-income group has scored high mean value in job satisfaction (M=3.57, SD= .43) than the high-income group (M= 3.39, SD= .52).

**Table 16.** Independent Samples Test of Job Satisfaction According to Monthly Income

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

Table 16 shows Independent Samples t Tests of bank employees job satisfaction according to monthly income. The work satisfaction mean scores between two groups were compared with an independent sample t-test (low income and high income). The statistically significant difference between low-income scores (M=3.57, SD= .43) and high income scores is statistically significant. (M= 3.39, SD= .52);  $t(202) = 2.607$ ,  $p = .010$ , two-tailed). The magnitude of the differences in the means (mean difference = .18, 95% CI: .04 to .32) was very small (eta squared = .03). Results lead support to H3.5.

**Table 17.** Group Statistics According to Tenor

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

Table 17 shows group statistics according to tenor. Non-tenured employees have scored lower mean value in job satisfaction (M=3.44, SD= .46) than the tenured employees (M= 3.56, SD= .49).

**Table 18.** Independent Samples Test of Job Satisfaction According to Tenor

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

Table 18 shows Independent Samples t Tests of bank employees job satisfaction according to tenor. An independent t-test to compare the mean outcomes of the work satisfaction of non-tenured and tenured workers has been performed. The tenor factor approaches significance (that is, it would be significant in a one-tailed test, non-tenured employees (M=3.44, SD= .46) and tenured employees (M= 3.56, SD= .49); t (202) =-1.77, p = .078, one-tailed). Results do not support hypothesis H3.6.

#### 4. Conclusion and Recommendation

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

the research is required to discuss these challenges and examine them more closely.

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

This study has had an impact on employee retention in the company of leadership styles. Organizations require a diverse and successful combination of leadership styles to influence the satisfaction levels of workers and eventually their corporate performance. Leadership is considered one of the essential facets of the performance of company. Strong and successful engagement of staff happy with their work will improve organisation's performance.

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

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

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

Employees of an enterprise are called intangible assets. For organisations to excel in coordinating it is important that they have competent and enthusiastic leaders whom will inspire and empower workers. Autocratic leadership is, according to the results, considered a desirable form of leadership to maximize employee loyalty. Organizations with the potential to transform management can employ more autocratic leadership than egalitarian or laissez-faire



qualities. Organizational leaders should have ample understanding of leadership styles and the effect that they have upon employee satisfaction. We recommend using a qualitative approach for future study, as this would allow the researcher to understand more about leadership styles and their effect on the happiness of the workforce.

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