

## PalArch's Journal of Archaeology of Egypt / Egyptology

### THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' SATISFACTION IN RIYADH BANK, JEDDAH

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**Danah Alkhateeb, Uzma Javed. The Effect Of Leadership Style On Employees' Satisfaction In Riyadh Bank, Jeddah-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 177-187. ISSN 1567-214x**

**Additional Keywords And Phrases: Leadership Style; Employee Satisfaction; Riyadh Bank ; Saudi Arabia**

#### **ABSTRACT**

Leadership plays an important role in proper management of the organizations. Leadership is one of the important factors in the human resources management. Another important factor is employee satisfaction. Henceforth, linking these factors will assist in identifying the association between these two variables. Thus, this work has examined the effect of leadership styles on employee satisfaction. This work was done based quantitative research method. The sample of this study comprised of 71 employees of Riyadh bank. Questionnaires were utilized for data collection. Various question were raised to the employee in order to evaluate identify the leadership style of Riyadh bank. The key outcome of this work has shown that the employees of Riyadh bank were exposed to good leadership qualities. majority of the employee stated that they are satisfied with their job. Thus, it is deduced that the employees of Riyadh bank are happy and satisfied with the leadership style.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

#### ***ACM Reference Format:***

First Author's Name, Initials, and Last Name, Second Author's Name, Initials, and Last Name, and Third Author's Name, Initials, and Last Name. 2018. The Title of the Paper: ACM Conference Proceedings Manuscript Submission Template: This is the subtitle of the paper, this document both explains and embodies the submission format for authors using Word. In Woodstock '18: ACM Symposium on Neural Gaze Detection, June 03–05, 2018,

Woodstock, NY. ACM, New York, NY, USA, 10 pages. NOTE: This block will be automatically generated when manuscripts are processed after acceptance.

## INTRODUCTION

The role of leader's in any organizations is very significant as the success of any organization depends upon the leadership style and strategies used [1]. Thus, leadership has a focal job in developing an association. The procedure of authoritative change requires an exceptionally viable and proficient leadership that is well experienced [2].

Every individual in the organization require a good leadership to cooperate and work together. Thus, to cultivate positive work environment on employees, groups and association, leaders should adapt to a more contemporary leadership style [3]. Present day leaders impeccably adopt a frame of mind that help workers, providing a vision for the team, developing trust among fellow members, urging them to think imaginatively, expand the work communication within the organization [4]. Thus, these elements is the primary highlights of transformational leadership style prompting support in enhancing hierarchical qualities and expanding dimension of employment fulfillment and authoritative duty in workplace [5].

Occupation fulfillment is how much an individual is satisfied or happy with their work. Achievement of associations exceedingly relies upon its workforce [6]. Progressively fulfilled workers would be increasingly gainful and productive for the association. Occupation fulfillment produces optimistic demeanors in representatives, enhances work execution and generates good association with their colleagues [7]. Leadership assumes a critical job in deciding representatives' dedication and job satisfaction. Workers who are happy with their occupations will in general be progressively imaginative and inventive that assist organizations development [8].

The employees in an organization works as basic units with different capacity of skills. The basic responsibility of a leader is to increase their moral values, working capacity, input, and ultimately the output of the organization [9]. The employees, within the sight of a leadership may not feel disengaged from the focal authority, which keeps them in place, and resultantly they work with trustworthiness and most extreme responsibility [9].

Various works have been reported in analyzing the role of leadership on employee's job satisfaction. Men et al.[10] examined how leadership impacts internal work relation and worker fulfillment, and found that leadership direct communication with employees is associated with job satisfaction. Wang et al.[11] inspected the impact of valid leadership on worker commitment and fulfillment, and found that administration consistency and activities affects representative work satisfaction. Ding et al.[12] analyzed the relationship of leadership and representative employment fulfillment, and found that administration needs to contemplate employees necessity to improve job fulfillment. Mujkić et al.[13] studied the relationship between workers job fulfillment and transformational administration, and found that representative fulfillment has improved this leadership style. Mathieu et al.[14] investigated

the effect of lunatic corporate leadership on workers job satisfaction and found that this type of administration style has contrarily consequences on employees work fulfillment. Mehta et al.[15] examined the outcome of unhealthy leadership on worker job fulfillment and found that employee's job satisfaction and commitment towards the organization has reduced. Atmojo et al.[16] analyzed the effect of transformational administration on occupation fulfillment, and found that transformational authority significantly influenced job satisfaction, and enhanced employees performances. Sharif et al.[17] evaluated the impact of moral authority on representative's occupation fulfillment and , and found that ethical leadership has positive affects on workers fulfillment. Cheema et al.[18] scrutinized the impact of ingenious administration on worker fulfillment and found that visionary direction has brought positive employment fulfillment and occupation responsibility among employees. Mikkelson et al.[19] investigated the noteworthiness of administration correspondence and workers work fulfillment and found that compelling correspondence is significantly related to representatives work fulfillment.

Hence, many academicians and the practitioners have analyzed ways of getting to know the employees better and state the conditions that are mandatory for the employee to be satisfied with that of the job. There are many reasons that affect the level of employee satisfaction for performing job. It can vary from lack of interest and motivation to monetary and benefit issues, promotion, working conditions in the work environment, work force and leadership style as well. To the authors best knowledge, minimal work has been done in Saudi Arabia in order to understand the effect of leadership styles and employee satisfaction while being at job. Thus, Hence, this work has specifically focused on the leadership styles being followed in Saudi Arabia and the impact of these leadership styles on employee satisfaction in a private organization in Saudi Arabia was examined.

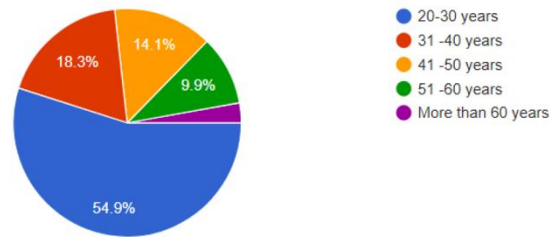
## **METHODOLOGY**

This work has utilized quantitative research methodology. The methodology involved conducting a survey for the employees of Riyadh Bank in Jeddah, Saudi Arabia. The sample size included 71 employees in Riyadh Bank, Saudi Arabia. The data was collected from survey questions that were sent to the employees via emails. This work has analyzed the relationship between different leadership style and employee satisfaction. The data were analyzed in terms of basic descriptive statistic and were presented in chart from.

### ***Result And Discussion***

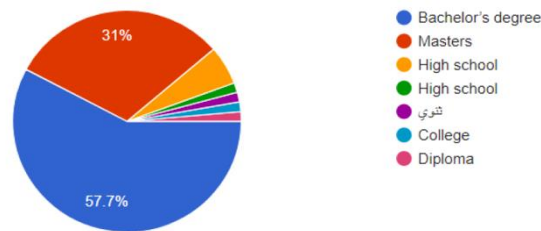
#### ***Demographics Characteristics of sample***

In this work, the genders of participants were both female and male. The females contributed to 64.8% and males contributed to 35.2% of the survey. Based on Figure 1, the participants were in the age range of the 20 – 30 years (54.9%), 31 – 40 years (18.3%), 41 – 50 (14.1%), 51 – 60 (9.9%), and more than 60 years (2.8%).



**Figure 1:** Age of the participants

Based on Figure 2, the educational level of participants were as follows: bachelors (57.7%), masters (31%), high school (7%), secondary (1.4%), college (1.4%), and diploma (1.4%).



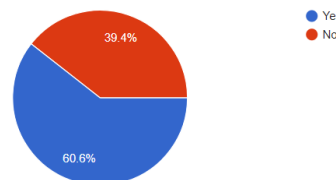
**Figure 2:** Educational level of participants

**Leadership Characteristics**

The employees of the Riyadh bank have assisted in answering the effect of different leadership style on employee satisfaction. Based on Figure 3, The participants (60.6%) believed in setting priorities and organizing work to meet deadlines upon having number of tasks or homework while the others (39.4%) avoid doing so.

1. When I have a number of tasks or homework to do, I set priorities and organize the work to meet the deadlines.

71 responses

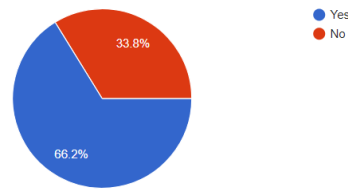


**Figure 3:** Graphical representation of tasking and setting priorities

Based on Figure 4, most of the participants (66.2%) when involved in a serious disagreement, hang in there and talk it out until it is completely resolved while (33.8%) do not do so.

2. When I am involved a serious disagreement, I hang in there and talk it out until it is completely resolved.

71 responses

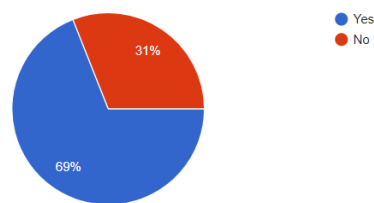


**Figure 4:** Graphical representation of involvement in a serious disagreement

Based on Figure 5, most participants (69%) preferred to include people in different activities and discussions while (31%) did not like to include other people in these activities.

4. I reach out to include other people in activities or when there are discussions.

71 responses

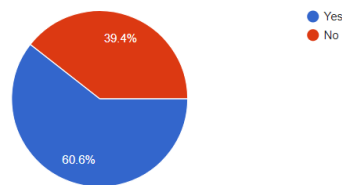


**Figure 5:** Graphical representation of the involvement with people in discussions

Based on Figure 6, most participants (60.6%) solved problems by working with other people as well while other participants (39.4%) did not solve problems with the people

6. When solving problems, I prefer analyzing things to working through a group of people.

71 responses

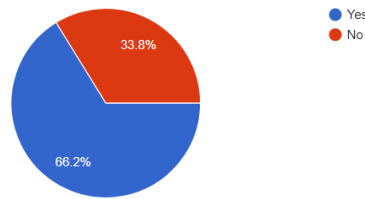


**Figure 6:** Graphical representation of solving problems

Based on Figure 7, most participants (66.2%) preferred to help subordinates in clarifying goals and reaching them while (33.8%) did not offer help to them.

7. I would help subordinates clarify goals and how to reach them.

71 responses

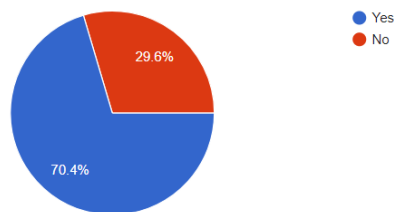


**Figure 7:** Graphical representation of clarification of goals

Based on Figure 8, the participants (70.4%) gave people sense of mission and higher purpose while (29.6%) did not give anything as such.

8. I would give people a sense of mission and higher purpose.

71 responses

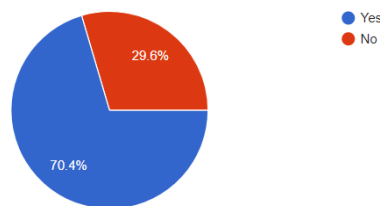


**Figure 8:** Graphical representation of sense of mission and higher purpose

Based on Figure 9, most participants (70.4%) made sure jobs get out on time while (29.6%) did not respond to this situation.

9. I would make sure jobs get out on time.

71 responses

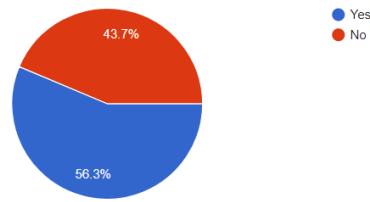


**Figure 9:** Graphical representation of making sure jobs get out on time

Based on Figure 10, some participants (56.3%) scouted for new product or service opportunities while (43.7%) did not attempt for new product or service opportunities.

10. I would scout for new product or service opportunities.

71 responses

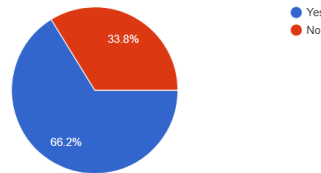


**Figure 10:** Graphical representation of scouting for new product or service opportunities

Based on Figure 11, most participants (66.2%) used policies and procedures as guides for problem solving while (33.8%) did not use any such policies.

11. I would use policies and procedures as guides for problem solving.

71 responses



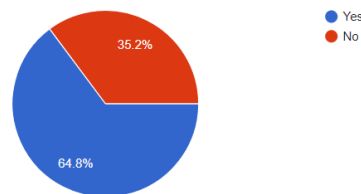
**Figure 11:** Graphical representation of using policies and procedures as guides for problem solving

*Employee satisfaction characteristics*

Based on Figure 12, most participants (64.8%) would give monetary rewards in exchange for high performance from subordinates (35.2%) did not give any monetary reward.

13. I would give monetary rewards in exchange for high performance from subordinates.

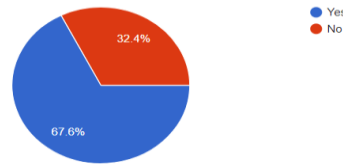
71 responses



**Figure 12:** Graphical representation of giving monetary rewards in exchange for high performance from subordinates

Based on Figure 13, most participants (67.2%) would inspire trust from everyone in the department (32.4%) would not inspire trust from everyone.

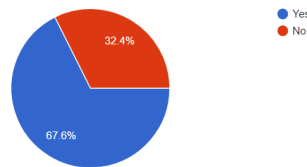
14. I would inspire trust from everyone in the department.  
71 responses



**Figure 13:** Graphical representation of inspiring trust from everyone in the department

Based on Figure 14, most participants (67.6%) gave credit to people for doing good job while (32.4%) did not do it at all.

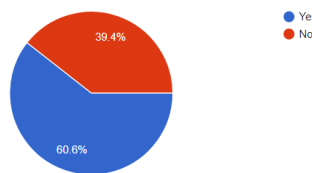
17. I would give credit to people who do their jobs well.  
71 responses



**Figure 14:** Graphical representation of giving credit to people who do their job well

Based on Figure 15, most participants (60.6%) verbalized higher values that the organization and the participant had while (39.4%) did not verbalize their values at all.

18. I would verbalize the higher values that I and the organization stand for.  
71 responses

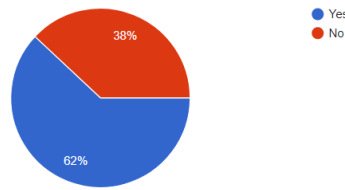


**Figure 15:** Graphical representation of verbalizing higher values

Based on Figure 16, Most participants (62%) established the procedures to help department operate smoothly while (38%) the others did not.



19. I would establish the procedures to help the department operate smoothly.  
71 responses

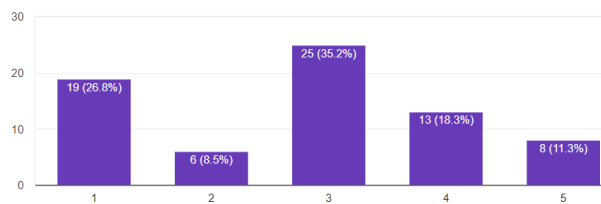


**Figure 16:** Graphical representation of establishing procedures to help

***Relationship between leadership style and employee satisfaction***

Based on Figure 17, most participants like their job, and this is seen in the Figure 18 as strongly disagree (26.8%), disagree (8.5%), neither agree nor disagree (35.2%), agree (18.3%) and strongly agree (11.3%). In addition, most participants are satisfied with their job, with results demonstrating (5.6%) strongly disagree, disagree (14.1%), neither agree nor disagree (32.4%), agree (23.9%) and strongly agree (23.9%) Thus based on this, it is observed that majority of the employee are satisfied with their work.

E1. In general, I don't like my job.  
71 responses



**Figure 17:** Graphical representation of establishing procedures to help

***Overall Discussion***

This work has analyzed the perception of employees leadership style and employee satisfaction. Thus based on the output of this work, majority of the employee stated that they like and are satisfied with their job. Thus based on this, it is deduced that the employees are happy with the leadership style. The employees of Riyadh Bank have responded that their organization has good leadership strategies as it cultivates positive environment among the employees such as set goals for work, giving credit on accomplished work and encouraging team work. Thus overall, the outcome of this work has showed that employees are satisfied with the job and leadership style. Work done by Choi et al.[20] has stated that employees are more satisfied with their job when their organization has good leadership structure that recognizes employees contribution. In addition, work done by Vance et al.[21] has stated that participative leadership method has enhanced employees job satisfaction, which is inline with the output of this current study. Alonderiene et al.[22]

also agreed employees tend to be more satisfied with the job under engaging leadership.

## CONCLUSION

This work has examined the effect of leadership style on employee's job satisfaction. The analysis was carried out on employees of Riyadh bank, Saudi Arabia. Many questions were raised in order to identify the leadership style chosen by the employees of Riyadh bank. The results showed that most employees liked their job and were highly satisfied with their job. However, the authors would like to note that this work has limitation in terms of empirical evidence in relation to leadership style and its effect on employee satisfaction. The output of this work has only shown the general view of the employee in terms of job satisfaction and leadership style

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