

## Impact of New Leadership Style on Financial Organizations Employers

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**Key words:** Leadership, employer, organization, productivity, performance style, Leader, traits, behaviour, financial

**Abstract:** Leadership is all about having vision for the Financial Organizations. It is capacity to translate vision into reality. The Financial Organization's management should take in consideration the traits and characteristics, to increase its employer's performance and productivity and to be the leader and the core of Financial Organizations sectors. The manager of the Financial Organizations should make an effort to exhibit these traits and work on them (Intelligence, honesty, inspiration, looking forward, sharing counseling, controlling, evaluating, setting examples), his employers will be more likely to follow him. These are the most important traits that employers look for in their leaders. By exhibiting them on a regular basis, you will be able to grow your influence on its potential as a leader. In today's industry, we have many managers and supervisors but few of them are leaders, the most successful and powerful Financial Organization's managers in great Financial Organizations' managers have something within that the other managers just don't have. Based on the above, the problem of this paper is performed to answer the following question: "Would the new leadership style increase the employee's productivity in the Financial Organizations?"

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## INTRODUCTION

**Leadership definitions:** As a dictionary definition, leadership is the capacity to lead and the act or an instance of leading; it emphasizes the office or position of a leader. Many other definitions may express the real meaning of leadership, we will try to mention some of them:

"My definition of a leader... is a man who can convince people to do what they don't want to do, or do what they're too lazy to do and like it"<sup>[1]</sup>.

"You cannot manage men into battle. You manage things; you lead people"<sup>[2]</sup>. "The superior leader gets things done with very little motion. He imparts instruction not through many words but through a few deeds. He keeps informed about everything but interferes hardly at all. He is a catalyst and though things would not get done well if he weren't there, when they succeed, he takes no credit. And because he takes no credit, credit never leaves him".

"The feminine leadership style emphasizes cooperation over competition; intuition as well as rational

thinking in problem solving, team structures where power and influence are shared within the group... interpersonal competence and participative decision making”<sup>[3]</sup>.

“The first job of a leader is to define a vision for the organization Leadership of the capacity to translate vision into reality”<sup>[4]</sup>.

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader”. John Quincy Adams quotes<sup>[5]</sup>.

“Leadership is a two-way street, loyalty up and loyalty down. Respect for one's superiors; care for one's crew”<sup>[2]</sup>.

“As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; the next, the people hate”.

### Literature review

**Leadership through history:** Through reading we revised the characteristics or traits of how leaders should be. Many leadership styles have been used by leadership theories in this concern.

The most significant who wrote about leadership characteristics, are of Carlyle<sup>[6]</sup>, Carlyle specified person characteristics like their abilities, aptitudes and some physical characteristics which separate the Leader from person<sup>[7]</sup>.

According Gatlon<sup>[8]</sup> concluded that leadership characteristics are acquiring control particularly when moving of the control from one generation to another. These characteristics are: insights, dominance, flexibility, determination, integrity, financial status and self-confidence that separate the leader from the non-leader<sup>[7]</sup>.

At the end of 1940s and starting of 1950s, new theories has appeared and developed<sup>[9-11]</sup>, uncovers distinctive powers that offer assistance leadership. They found that common characteristics between numerous studies are identified and certain circumstance could decide the leader from the non-leader as people is successful in certain circumstances.

**Trait theory and the leadership attributes and styles:** Zaccaro<sup>[12]</sup> stated that the trait theory still depend on certain personal characteristics especially thought processes, values, social abilities, skill and problem solving. It comes up short to consider the significance of gathering all properties together. They don't impressive the need of the steady pioneer traits to be a great leader<sup>[13]</sup> talked about the impact of leadership styles on organizational performance.

As expressed by Blake and Moustou<sup>[14]</sup> who specify 5 diverse leadership styles by depending on the behaviors,

care and goals of the leader. Three of these leadership styles are in the chart. Karani<sup>[15]</sup> describes the connection between leadership situations and its styles and categories. House<sup>[16]</sup> in his study about the path-goal theory confirms the successful of the leadership practice within the work place.

Leadership style enhances the combination of different traits and behaviors that are utilized by pioneers to connect with their followers<sup>[17]</sup>. Purwanto *et al.*<sup>[18]</sup> and Asbari *et al.*<sup>[19]</sup> examine leadership as a design concerned with administrative behavior which is designed to coordinated the organization or individual interface and impacts to realize certain goals. Asbari *et al.*<sup>[19]</sup> emphasize the importance of a person to urge individuals to work in a team on a shared goals and values and based on advanced leadership styles which can be classified:

- Transactional leadership styles
- Transformational leadership style
- Culture based leadership
- Visionary leadership
- Charismatic leadership<sup>[20]</sup>

Leadership is the capability to impact team members to attain a shared vision and goals. Kalsoom *et al.*<sup>[21]</sup>, stated that leadership is the most imperative ability for companies and leaders which in turn affect employee performance. Othman *et al.*<sup>[22]</sup> identify leadership can anticipate the future path of an organization<sup>[23]</sup>. The performance and the efforts of the team members is an imperative thing in enhancing the development and progress of an organization. Strategic and vital goals has a significant influence on organizational performance, this also affects team members performance<sup>[22]</sup>.

### Bureaucratic, autocratic and democratic leadership style

**Bureaucratic leadership style:** Bureaucratic leaders impact the followers to take arrangements and policies outlined by them. As stated by to Asbari *et al.*<sup>[19]</sup> and Wijayanti *et al.*<sup>[24]</sup> the pioneers are exceptionally committed to considering their processes and methods but not to their individuals which is not very effective. These pioneers concentrates on their assignments and tasks<sup>[25]</sup>. Ojukuku *et al.*<sup>[26]</sup> also indicates that bureaucratic leadership has a negative correlation with organizational performance. Bureaucratic leadership style was valuable when accomplishing out long term responsibilities and tasks<sup>[27]</sup>.

**Autocratic leadership style:** Autocratic leaders need their followers to work in understanding with them.

Regularly, they sustain decision making with them<sup>[28]</sup>. The control of autocratic leaders makes their subordinates to carry out tasks according to their way. Purwanto *et al.*<sup>[29]</sup>, Asbari *et al.*<sup>[19]</sup> and Wijayanti *et al.*<sup>[24]</sup> stated that autocratic leaders are less imaginative and it is characterized by one-sided communication. This impacts the inspiration and level of fulfilment of followers. The autocratic leadership style is, known to be successful within the short term period. The autocratic leadership limits the social work environment and two-way communication. Moreover, the Autocratic leadership style leads to organizational clashes that have a negative influence on the performance of the company according to Iqbal *et al.*<sup>[30]</sup>. Autocratic leadership styles as proposed by Bhargavi and Yaseen<sup>[33]</sup> and Al Khajeh<sup>[32]</sup> that it have a significant influence on organizational performance. This could be done when the project finished within the target time<sup>[31]</sup>.

Mirayani *et al.*<sup>[33]</sup> clarify that leaders with autocratic leadership styles are the only ones who distribute responsibilities on the followers and expect from them to follow the decisions they took. Moreover, these leaders have not enough trust from their followers.

**Democratic leadership style:** Democratic leadership style is defined by Asbari *et al.*<sup>[34]</sup> as a democratic leader share their decisions with their followers. Democratic leadership inspires individuals and workers to do better and to share their values and thought. Asbari *et al.*<sup>[34]</sup>, in his study reveals that the significance of the impact of democratic leadership on organizational performance this is also analyzed by Purwanto *et al.*<sup>[35]</sup> and Mirayani *et al.*<sup>[33]</sup>. Whereas it empowers workers to share their decisions within the team and managers according to Purwanto *et al.*<sup>[36]</sup>. This leadership style, appraisal, feedback and give workers responsibilities are so important for all<sup>[37]</sup>.

### Transactional and transformational leadership

**Transactional and leadership:** The transactional leader according to Burns<sup>[38]</sup>, is the one who anticipate from his team performance and the leader management of his team to follow him to achieve organizational goals. These could be done by assessing and anticipating the efficiency level of the organization.

Transactional leader is the leader who is continuously willing to provide something back<sup>[28]</sup>. This incorporate empowerment new responsibilities and advancement. Thus, according to Ojokuku *et al.*<sup>[26]</sup> clarify the importance of the interdependent relationship and benefits between leaders and followers). Longe<sup>[39]</sup> in his study shows that transactional leadership style has a significant influence on the performance of an organization. As

stated by Mirayani *et al.*<sup>[33]</sup> transactional leadership styles focus on maintaining organization's performance depending on creativity and empowerment.

**Transformational leadership style:** According to Purwanto *et al.*<sup>[35]</sup>, Asbari *et al.*<sup>[19]</sup> and Wijayanti *et al.*<sup>[24]</sup> transformational leadership style focuses on developing followers and considering their needs. Leaders who focus on transformational leadership specifically on developing the overall value of subordinate systems, developing morality, skills and their level of motivation. Transformational leadership acts as a strong bridge between followers and leaders, to develop a clear understanding related to the level of motivation, values and interests. Asbari *et al.*<sup>[19]</sup> stated that transformational leaders show superior leadership performance. Transformational leadership, according to Bass and Avolio<sup>[40]</sup>, occurs when leaders expand or increase employee interest. Transformational leaders are people whose organizational and human abilities are maximized because employees are always able to achieve tangible and intangible prizes.

Transformational leader improves his transformational leadership when he attempts to convert his vision into reality through convincing his group and enhancing their commitments towards organizational goals according to Burn<sup>[38]</sup>. Purwanto *et al.*<sup>[35]</sup>, Asbari *et al.*<sup>[19]</sup> and Wijayanti *et al.*<sup>[24]</sup> stated that transformational leadership style emphasize on the creating subordinates and recognize their needs and skills. Leaders can share value and build a good relationship with the followers and it enhances superior leadership performance as stated Asbari *et al.*<sup>[19]</sup>. Longe<sup>[39]</sup> acknowledge that transformational leadership style particularly make a difference in discovering an ideal environment for performance, additionally expresses appealing corrections that develop company's performance.

## MATERIALS AND METHODS

### Assessment of existing knowledge

**Symptom:** Decrease in productivity of employees working for the Financial Organizations.

**Problem's:** The business problem or decision problem situation is classified as uncertain where the executive managers do know the general nature of the problem and objectives but information about alternatives is incomplete. They are not sure whether the change in management style would increase the productivity of employees. This requires spending additional time in gathering information to clarify the nature of the decision to be taken.

The problems are as follows: leadership style in Financial Organizations: we notice from the questionnaire applied in the Financial Organizations that leadership style in most of the sectors doesn't fit the employers which in turn affects their productivity.

**Research type:** It is an applied research because it is applied to a specific situation or to solve a specific problem (leadership style in Financial Organizations) for this reason; we used the scientific method to analyze empirical evidence (facts from experimentation) in an attempt to confirm that new leadership styles would increase the productivity of employees.

It is a causal research where the problem is completely defined. Still, we have to know the exact relationship among variables (leadership style and employee productivity). It is used to identify cause-effect relationships among variables where the research problem has already been narrowly defined. So, the relationship between the two variables is to be explained but scientific evidence is needed for the assumed relationship.

It is performed to answer the following question: "Would the new leadership style increase the employees' productivity in the Financial Organizations?"

To do the research, we coordinated efforts of various employees working in these sectors. Each employee is from a specific organizational department (cashier-management) but all of them share a common purpose or concern (to increase the productivity of employees in the Financial Organizations sector).

**Research objective:** To see whether the new leadership style would increase the employee productivity in Financial Organizations sector.

**Statement of hypothesis:** We use the hypothesis against certain reference value. Productivity of employees (Y) depends on the new leadership style (X).

#### Research design

**Population:** The population is all employees working for Financial Organizations which is about 250 employees (N = 250).

**Sample:** The sample is a subset of the population which is supposed to be representative of the whole population. The sample is about 10 employers (n = 10).

**Sampling method:** Type of sampling method is "Systematic Sampling". Question: What is the average productivity of employees working in the Financial Organizations networks? N = 250 employees n = 10 employers.

Factor of selection =  $N/n = 250/10 = 25$  then we have to select 1 from each 25 employees. From the first 50 employees, select the first employer randomly.

Suppose the first employee number is 15 (by random selection where the first 25 employees have the same chance to be selected). Then the second employee number would be 40. Then we repeat the same procedure where each employer is numbered serially until we reach the last employer number which is 240. The serial numbers of employers selected are: 15, 40, 65, 90, 115, 140, 165, 190, 215 and 240.

## RESULTS AND DISCUSSION

To produce high value and satisfaction to customers, Financial Organizations Manager's needs adequate information about their employer's satisfaction towards leadership styles, new leadership style and the market. For this reason, a questionnaire is sent to be distributed among a sample of employers of Financial Organizations (Table 1).

All this data collected by using the questionnaire that shows us that the productivity of employers will increase by the new leadership style applied by taking the average number of employers that are satisfied about the autocratic leadership style and they expect that by applying that style and by applying all three leadership styles must be applied at the Financial Organizations, depending on what forces are involved between the employers, the leaders and the situation, therefore the work circumstances would be better for the employer to work more and therefore, his productivity will increase.

Therefore, the average productivity increased in value. External validity is also ensured where the sample selected is representative of the whole population then the results of the experiment can be generalized to the whole population (all employees working for Financial Organizations in all sectors and regions).

The Financial Organizations' management should take in consideration the traits and characteristics, to

Table 1: The data table of the selected employers

Gender	Name	Age	Experience	Job satisfaction	Sales volume before
M	Mohamad	32	8	2	300
M	Raja	45	20	5	900
F	Sara	25	2	1	200
M	Raghid	27	4	2	300
F	Yosra	36	10	5	800
M	Naji	28	5	3	300
F	Darine	41	16	4	700
M	Dani	48	23	5	1100
F	Ghenwa	33	7	2	200
M	Yehya	29	4	1	200
			9.9 years		500\$

Authors' own research results

increase its employer's performance and productivity and to be the leader and the core of Financial Organizations sectors.

**Leadership behaviors and financial organizations employers:** Leadership in Financial Organizations; now More than Ever the Financial Organizations world has been turned upside down. The leaders of this once revered industry, who for decades were applauded as pillars of conservatism, now find themselves under a microscope, their every move scrutinized and analyzed.

So, how are Financial Organizations employers and finance leaders supposed to conduct themselves in the current climate of uncertainty and increased regulation? Some key of leadership behaviors applied in Financial Organizations and actions applied in all Financial Organizations sectors are summarized below:

As a Financial Organizations Employer: Be Direct and Directive during tense situations and uncertain times, team members of Financial Organizations expect someone to take control and lead. They then, clearly state what they want their team members to do and demand that they execute it promptly. In other words, a leader takes over when faced with a crisis.

Hands On- "You cannot be an absentee leader". Now is the time for leaders to be visible. If you find yourself spending a fair amount of time behind closed doors, make certain you take an extra time to meet and mingle with your team members.

Crush the Vine- they seek to mitigate the damage and lost productivity caused by gossiping. Grounded the leader's job is to ensure that Financial Organizations team, do not get stuck reflecting upon the past with regard to attitudes and work habits. Helping team members to see things how they are today and to embrace behaviors that help team members flourish in today's rough world is a key action item for leaders.

Learning- "Don't be cleared moved to a void by centering only on what you know". The best Financial Organizations managers are life-long learners. They seek to grow their skills and then take pride in transferring information and techniques to their team members.

Practice pragmatic optimism they have to be keenly realistic about their current situation, they must also realize that ultimately, if led wisely, their path can have a winning result (Fig. 1).

**Customer service representatives:** Customer service representatives provide a valuable link between the Financial Organizations and so the shoppers who produce the products they buy and also the services they use. They're answerable for responding to customer inquiries and ensuring that any problems they're experiencing are



Fig. 1: Author's research contribution

resolved. Representatives use information on workers whose primary function sales to unravel problems and may be able to make specific changes as necessary. They even have access to responses for the foremost commonly asked questions and specific guidelines for managing requests or complaints. Within the event that the representative doesn't know the answer or is unable to unravel a selected problem, a supervisor or other experienced worker may provide assistance. Almost every industry employs customer service representatives and their duties may vary greatly counting on the character of the organization.

As a result, the occupation is well suited to adaptable workplans. Numerous companies contract extra workers at certain times of year when higher call volumes are anticipated. Great communication and problem-solving abilities: are basic for client benefit agents.

**Training:** Other capabilities and advancement about this section most jobs require at least a high school diploma. Managers afford an earlier training to employees before they start serving clients. Education and training: managers are requesting a more skilled workforce; a few customer service occupations presently require bachelor's degrees.

Training requirements vary by industry. Almost all customer service agents get earlier training before starting the job. This training program focuses on the company's profile, goals and products they introduce, the most commonly asked questions, the computer and phone frameworks they will be utilizing and fundamental individuals' abilities. Training period often takes several weeks. Some customers service representatives are expected to update their training regularly. This is particularly true of workers in industries such as Financial Organizations, in which regulations and products are

continually changing. Other capabilities, since, customer service agents continually connected with the people outside, great communication and problem-solving abilities are basic. Verbal communication and listening skills are especially important. Companies prefer select people who have a charming talking voice and are easy to get it. For labors who communicate through email, great writing, spelling and language structure aptitudes are vital. Fundamental to intermediate computer knowledge and good interpersonal aptitudes are essential.

Customer service representatives play a critical role in providing an interface between customers and, the Financial Organizations. As a result, managers look for individuals who have knowledge and experience. The ability to deal with challenges, problems and attitudes they face. Also, a customer service agent frequently must be able to work freely within a required time.

In a few cases, experienced employees can move into administrative positions or they may move into areas such as product development, in which they can utilize their experience to improve products and services.

**A career in financial organizations:** Graduates are attracted to the Financial Organizations by the array of opportunities that are on offer, the expectations of high salaries, the job security and industry reputation. Universities, the media and Financial Organizations' recruitment strategies have all created a theory that the financial services' industry is the place to be as a graduate.

Our recruitment process is well renowned, especially the offer process where we strive to be as transparent as possible. We make every effort to communicate to candidates along the way, so they know what is required and when and we let candidates know if they're successful within 24 h of their interview. After they have accepted their offer, we keep in touch with them and introduce them to other graduates, so they feel they are in the loop right up until their start date.

Our graduates have commitment, ambition, ability to challenge constructively and bags of leadership potential. Our graduates integrate well in to the rest of the business because they are "people" Any top tips on grabbing the attention of a graduate recruiter through a covering letter or CV?

You should also not put too much attention put on the competitive package on offer and instead focus on the development opportunities that we provide. If a graduate has no official work experience what sort of experiences is recognized?

Work experience is a benefit but we also look for project work done at university, social experiences, travelling, charity work and organizational skills. Basically anything which can tell us what type of person you are and the opportunities you have taken to develop yourself.

The best sources are our graduate recruitment website and The Times top 100 graduate recruiters. They both generate most of our applications.

Advice offered to a young graduate who is just starting out in a career in Financial Organizations. Is to ask lots of questions and get involved in as much as possible to ensure you develop a broad knowledge of the industry. Get to know your immediate team and build relationships with all levels of people to gain respect.

Some examples include: Utilizing an authoritarian style on a fresh worker who is in the beginning to learn the job. The leader is competent and a good coach. The worker is excited to gain a new competence. The circumstances could be a modern environment for the worker.

Employing a participative style with a group of specialists who know their work. The pioneer knows the problem but he/she does not have an idea about it. The workers know their occupations and need to be a part of the organization group.

**Intelligence and basic skill's:** While the prioritization of necessary skills differs from Financial Organization to another, all Financial Organizations managers are looking for employers who have proven:

- Intelligence
- Analytical and problem-solving skills
- Oral and written communication skills
- Teamwork and leadership skills
- Organization skills and results orientation
- Detail focus complemented by ability to see the whole picture
- Client impact (internally and/or externally)

**Impact of leadership in financial organizations employers:** Financial Organizations' targets are to understand the financial needs of its clients and endeavor to satisfy those needs using all its resources, keeping in mind the development of all productive economic sectors. The Financial Organizations' performance demonstrated strength and stability while it is challenging remaining completely immune to the disruptions created by economic shocks. Our sound profitability, strong liquidity and capital position allowed us to continue to invest for future growth. Within this environment, we are confident that sustaining yet better results, at all levels, remains a normal day's work. Our focus is to satisfy the ever-growing needs of our customers and always improve our products and services to meet these needs. And we are determined, with hard work and devotion, to achieve the best results for our Financial Organizations. To accomplish the above, The Financial Organizations have plans for an aggressive expansion of its network to cover more of the Lebanese territories in addition to upgrading and modernizing some existing networks. Proactive and

rigorous management of risk, liquidity and costs allowed the Financial Organization's to make further progress and achieve better value.

The financial Organization's recognizes that the key to its long-term success is to sustain public trust and confidence in inside. This is accomplished through serving their clients and communities the right way with the right values. The BOD boards of in setting the highest standards of corporate governance that are established on the core principles of transparency and accountability at all levels of the organization. These standards are ultimately safeguarded by a longstanding commitment to high moral standards of honesty and integrity.

Financial Organization builds and protects its culture by aggressively promoting its company's core values to employees, as well as its Code of Ethics.

Financial Organization's leadership style is a mixture of autocratic and democratic style, due to the wild networks that it recovers, the decision-making process is accomplished by the management, sometimes the employers suggestions and ideas don't reach the head office, moreover unexpected and emergent problems are solved by the managements due to lack of time. Some Financial Organizations employers are untrained enough to take the right decisions, especially in the economic crisis surrounding the country and most of the times, the managements have a wider view than employers. All these problems effect the employer's performance that leads to apply the autocratic style of leadership in an indirect way and that was the reason for searching for new leadership style that satisfies the three corners: the managements, the employers and the customers.

## CONCLUSION

The Financial Organizations have many departments: financial, marketing, management, accounting and IT (Information Technology) distributed in Lebanon and Middle east overall its networks.

The leadership style applied in these Financial Organizations is varied between autocratic and democratic style. Through years, we noticed that this style declines the productivity of employers, here the Financial Organization starts searching for new style that fits the pyramid angles, the Financial Organizations, the employers and the customers.

To make sure that the new management style can increase the employee's productivity and performance, we conducted a business method research which is a very and powerful procedure that allows us to apply many concepts and theories through tables, hypothesis tests and confidence interval. The more one gets used to analyzing some data using this program, the easier they would reach results and make conclusions.

To do the research, we selected 10 employers from all the employers working for Financial Organization

(N = 250 employees). Then we collected data about those 10 employers (Gender, Name, Age, Status, Experience, Job Satisfaction and Productivity Before).

Based on analysis of the data collected, the descriptive statistics for the column 'Experience' shows that the average experience of all the selected employers is about 9.9 years.

The column 'Sales Volume Before' shows that the average sale before setting off the new management style is \$500 where the minimum is 200\$ and the maximum is \$1100.

The new leadership style would probably increase the sales volume and productivity of all employers (performance of employers). Evidence is revealed by the analysis and evaluation of data by using questionnaire applied.

The main basic of the new leadership style that will apply at a Financial Organization depends on the theory that all three leadership styles must be applied at the Financial Organizations, depending on what forces are involved between the employers, the leaders and the situation.

## RECOMMENDATIONS

The management of Financial Organization should support the new leadership style by providing the suitable conditions, laws, capabilities, tools, staff and circumstances, to invest that style probably and to maximize its advantages.

There should be an engagement between the leadership styles and the Financial Organization style to benefit the two rings: the employers and the customers.

**Supplementary Data; Questionnaire:** Here is some of the Questions Mentioned in the Questionnaire:

**1. Are you satisfied about the leadership style applied at your Financial Organization?**

- VERY SATISFIED
- SOMEHOW SATISFIED
- NEITHER SATISFIED NOR DISSATISFIED
- SOMEHOW DISSATISFIED
- VERY DISSATISFIED

**2. In your opinion are leaders born or made?**

- BORN
- MADE

**3. Are you a leader?**

- YES
- NO
- MAYBE

**4. What do you think the characteristics of the new manager that will lead your Financial Organization should be?**

**5. Do you work as a team work in your Financial Organization?**

- NEVER
- RARELY

- SOMETIMES
- MOSTLY
- ALWAYS

6. What are the most important struggles that forbid your management from achieving its goals?

**7. Will you do better to trust yourself or your teammates?**

- MYSELF
- TEAMMATES
- MYSELF AND MY TEAMMATES

**8. What is the major style of leadership applied in your Financial Organization?**

- Autocratic
- Democratic
- Free Reign

**9. Do you think that there is a relation between leadership style and Financial Organization employers?**

- NEVER
- RARELY
- SOMETIMES
- MOSTLY
- ALWAYS

**10. Do you think that there is a relationship between the leadership style applied at your Financial Organization and the sales volume of your networks?**

- NEVER
- RARELY
- SOMETIMES
- MOSTLY
- ALWAYS

**11. Do you think that new management styles will increase your Financial Organization productivity?**

- NEVER
- RARELY
- SOMETIMES
- MOSTLY
- ALWAYS

**12. In which sector would you suggest any renovations in your departments?**

- MANAGEMENT
- FINANCE
- ACCOUNTING

**13. Would the productivity of your Financial Organization increase if the owner hires a new manager?**

- YES
- NO
- MAYBE

**14. In your opinion, as a Financial Organization employer, how many transaction you do per day?**

- One
- Two
- Three
- More

**15. What leadership styles work best for me as an employer of Financial Organization?**

- Autocratic
- Democratic
- Free Reign

**16. Does the management take in consideration your opinion and thoughts while applying "Decision Making Process"?**

- NEVER
- RARELY
- SOMETIMES
- MOSTLY
- ALWAYS

**17. The Financial Organization training program is applied about:**

- ONCE/YEAR
- TWICE / YEAR
- THREE TIMES / YEARS
- FOUR TIMES / YEARS

**18. Are you satisfied about the training program applied in your Financial Organization?**

- VERY SATISFIED
- SOMEHOW SATISFIED
- NEITHER SATISFIED NOR DISSATISFIED
- SOMEHOW DISSATISFIED
- VERY DISSATISFIED

**19. Does the customer service applied at your Financial Organization, satisfy the customers?**

- NEVER
- RARELY
- SOMETIMES
- MOSTLY
- ALWAYS

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