

Review Article

Leadership Styles and their Impact on Organizational Commitment Achievement from Saudi Banks Employees' Perspective

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Abstract - This study aims to investigate leadership styles and their impact on organizational commitment achievement from Saudi banks employees' Perspective. A questionnaire was developed to measure the impact of leadership styles on organizational commitment achievement. 240 questionnaires were distributed, and 212 were recollect that is 88.3 % of the total sample. The results showed that leadership styles level, in general, was high. It was clear that the transformational leadership style was high in Saudi banks, followed by the transactional leadership style from the employee's perspective. also, the results showed that the level of organizational commitment is high in Saudi banks from employee's perspective in the light of studied dimensions (emotional commitment - Standard commitment and continuous commitment).

Finally, the study recommended focusing on enhancing administrative leadership styles represented by transactional leadership and transformational leadership because of their positive role in enhancing organizational commitment in Saudi banks. Also, the study recommended increasing the interest in enhancing organizational culture in banks and in all Saudi organizations due to its significant role in increasing organizational commitment, improving performance and increasing productivity.

Keywords - Leadership styles, Saudi Banks, Organizational commitment.

I. INTRODUCTION

The prevailing leadership styles in any organization are considered as causes and factors that lead to an organizations success, excellence, or failure if they do not use the appropriate manner of managing their human resources and their impact on their behaviour towards high organizational commitment that aims at achieving organization and its employee's objectives,

goals and aspirations, So, this study aims at investigating leadership styles (transformational leadership, transactional leadership and laissez –fair leadership) and their impact on achieving organizational commitment (emotional commitment, continuous commitment normative commitment) in an important sector in the Saudi Arabia Kingdom represented by the banking sector.

The study attempt to help decision-makers in Saudi banks in taking right decisions to adopt the appropriate leadership

styles that contribute to their employee's organizational commitment.

II. STUDY IMPORTANCE

the study importance stems from the importance of the role that human resources play in any organization to achieve its objectives. This study handles an important subject that plays a major role in organizations. success and excellence.

The study importance also stems from its attempt in explaining weaknesses and strengths points. This aspect is to be taken in preparation in the Saudi banking sector. strategic plans

The study importance also stems from its role in providing appropriate information that helps decision-makers in Saudi banks in taking appropriate decisions to adopt appropriate leadership styles that contribute to enhancing job satisfaction and their employee's organizational commitment.

The current study is also considered as an addition to Arabic libraries in general and Saudi libraries in particular, which may enjoy researchers interest, thinkers and interested in a subject related to an important sector is the banking sector in the Kingdom of Saudi Arabia.



III. STUDY PROBLEM

Leadership is one of the important jobs in which leaders affect others and achievement of the desired goals and therefore organizations success or failure, and therefore the achievement of these goals is only taking place through all organization employees organizational commitment.

In order to determine the study problem accurately, the researcher conducted a pilot study aimed to investigate organizational commitment to the level of a sample consisting of (15) individual employee's Saudi banks in the Riyadh region to survey their views related to studied variables. Forty per cent (40%) of the sample indicated a low level of organizational commitment

Based on the above, this study will focus on a subject that was not discussed in an important sector in the Saudi environment, namely, the banking sector. To indicate the relationship between the existing leadership styles and the extent of organizational commitment achievement in these banks.

1-What are the prevailing leadership styles in Saudi banks?

2-What is the employee's organizational commitment level in Saudi banks?

3-What is the best and most effective leadership style for achieving and increasing organizational commitment in Saudi banks?

4-What is the relationship between leadership styles used and the regulatory commission in Saudi banks?

IV. STUDY OBJECTIVES

The study aims to investigate and explain the relationship between leadership styles with their different dimensions and organizational commitment with its various dimensions in Saudi banks.

It also aims to demonstrate the prevailing leadership style and organizational commitment level in Saudi banks and indicate the most influential leadership style in achieving organizational commitment.

This study also aims to provide information, recommendations and suggestions to researchers and interested parties, as well as to decision-makers in Saudi banks with a scientific vision through which they can adopt the leadership style that contributes effectively to banks employees' organizational commitment levels.

V. HYPOTHESES OF THE STUDY

To achieve the objectives and elements of the problem of the study, the hypothesis was formulated as follows:

The first main hypothesis: There is no statistically significant relationship between leadership styles and organizational commitment achievement in Saudi banks. The following sub hypotheses are derived:

first sub hypothesis: There is no statistically significant relationship between leadership styles and emotional commitment achievement in Saudi banks.

Second sub hypothesis: There is no statistically significant relationship between leadership styles and continuous commitment achievement in Saudi banks.

Third sub hypothesis: There is no statistically significant relationship between leadership styles and normative commitment achievement in Saudi banks.

The Second Main Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to their demographic characteristics. The following sub hypotheses are deriving:

First sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to gender.

Second Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to age.

Third Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to education.

Fourth Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to experience.

VI. STUDY TERMS

- Leadership style: It is a set of behaviours that the leader follows to influence his subordinates to achieve the goals.
- Transactional Leadership: it is a behaviour style in which leader and subordinate enter into a reciprocal process of benefits that enables each party to achieve its goal.
- Transformational leadership: it is the leadership that expands subordinate's interests, activating and deepening staff perception levels to look beyond their own interests for the organization common interest.
- Laissez-Fair leadership (non-intervention): it is the leadership in which the leader avoids intervention when important issues arise.
- Organizational Commitment: it is employees belief degree in the organization's goals and their desire to continue with the organization.

VII. LIMITATIONS

The study scope is as follows:

- Human limitations: Saudi Arabia banks staff in Riyadh.

-Place limitations: Saudi banks in Riyadh amounting (12) Banks.

-Time limitation: the period from (15/12/2017-15/2/2019).

-Scientific limitations: leadership styles with their different dimensions and organizational

commitment with its various dimensions in Saudi banks.

VIII. PREVIOUS STUDIES

-Al Shanti (2017) study entitled: The relationship between leadership styles and organizational commitment (job satisfaction as moderating variable). The study aimed to investigate organizational commitment levels and to find out the prevailing leadership style in Palestinian Ministries. The study used the questionnaire as the main instrument for data collection. The data concluded that the prevailing leadership style in Palestinian Ministries is the transformational leadership style, then the transactional leadership style. Results indicated that there is no direct relationship between leadership styles and organizational commitment.

- Al – Nowaiqa (2015) study entitled: The Impact of Leadership Styles on Organizational Commitment Achievement Ministry of Interior Staff – Jordan this study aimed to investigate leadership styles level at the Ministry of Interior in Jordan and their impact on organizational commitment Achievement. A questionnaire was designed for data collection from a study sample represented by all employees at the Ministry of Interior, totalling (240) employees. The study concluded that there is a high level of leadership styles and organizational commitment.

- Chong, (2014) study entitled (Influence behaviours and organizational commitment: a comparative study). The study aimed to investigate the impact of a leader's behaviour on employees to achieve organizational commitment. The results indicated that most influence methods are rational and lead to a long-term commitment.

- Kleine, (2014) study entitled ("Leadership impact on organizational commitment: the

mediating role of management control systems choice). The study aimed at investigating

how control systems (leadership and management) interact in creating organizational

commitment. The results indicated that informal controls such as cultural controls are

capable of conveying the behaviours of leaders positively and affect employees' organizational commitment development.

What distinguishes the current study from previous studies?

This study is characterized by handling dimensions and new concepts of leadership styles, where the researcher believes that it may help to enrich the researcher's knowledge and the practical aspects of decision-makers by adopting a leadership style that contributes effectively to employee's organizational commitment level on these banks.

The study is also the first study in the banking field and its environment, namely the Saudi environment,

since no previous study was conducted to investigate managerial styles and their impact on achieving organizational commitment in an important sector related to a large segment of customers, that is, the banking sector in Saudi Arabia.

IX. THEORETICAL FRAMEWORK

Leadership styles are considered the most important factors that lead to an organizations success or failure because of their ability to influence the behaviour of others and guide this behaviour to achieve organizational goals and employee's goals.

Authors and researchers have defined managerial style in several definitions, including New storm& Davis (2002: p167) as a "leader's set of traits and skills." Abbas (2012: p. 136) defined it as "a set of behaviours that emerge in the leader in influencing his subordinates towards goals achievement.

A. Leadership styles:

a) **Transactional Leadership:** The concept of transaction leadership was first introduced by Bass in 1978. Since the idea of transactional leadership was based on the relationship between the boss and the subordinates on the basis of reward for work completion and punishment for non-working and low productivity.

- Dimensions of transactional leadership (Bass, 1997: 134)

- The conditional reward is concluded by a transaction with an employee's performance reward, since the rewards are explained and what employees expect to have when they achieve their goals.

- Management with exception (positive): The leader controls subordinate's performance and takes action to modify deviations from specific labour standards.

- Management exception (negative): the leader does not interfere unless in the event of problems and errors occurrence.

b) Transformational Leadership: this form of leadership was suggested by (Bruns) as a joint effort between managers and co-workers to transcend personal interests and work for a common cause by sharing the needs and desires of coworkers.

- Dimensions of transformational leadership (Colquitt: al: 2010: p29) and (Bass: 2000, p26).
- The ideal effect: occurs when the leader obtains subordinates trust and respect and shows high mortality level.
- Inspirational motivation: This is made by challenging the subordinates and encouraging them what to do.
- Intellectual stimulation: It is made by exciting others and encouraging them to challenge and provide new ideas and innovative solutions.
- Individual considerations: It is made by listening to employees needs and enhancing their individual capabilities since this dimension focuses on humanitarian aspects.

c) Laissez- Fair (non-intervention): In this style, the leader avoids responsibility and does not provide assistance to others.

B. Organizational commitment

It is a mental state that exists in individuals which lead to a positive exchange relationship with leaders and subordinates. Thus, the contributions made by employees are far from motivation and exchange theories (Jamaldin: 2001, p57). Al-Obeidi, (2012, p. 79) argued it is the strong correlation between organization and employees when organization values are in line with their values and objectives, which makes them make an effort to achieve the Organization's success and progress ".

Organizational Commitment Dimensions:

A. Emotional Commitment: It expresses the emotional attachment to the organization and individual desire to continue to work in a particular organization because he agrees with its goals and values and wants to achieve its goals.

B. Constant commitment: it refers to an individual's desire strength to remain working in a particular organization because he believes that leaving a job may cost him a lot of losses.

C. Normative commitment: it refers to an individual's feeling that he is committed to staying in the organization due to other pressures

X. STUDY METHODOLOGY

A. Study Method: This study is based on the descriptive-analytical method.

B. Data Sources: It relied on two types of sources of data collection:

A-Secondary Data:

it has been obtained through Arabic and English books and periodicals, formal reports, journals, thesis, and articles issued by official authorities. Saudi Arabia) was selected. A questionnaire was distributed to over 20 employees randomly in

B-Primary Data

To determine Leadership styles and their impact on organizational commitment achievement from Saudi banks employees' Perspective. We have been conducting a pilot study with some employees of sample Saudi banks Employees. The purpose of this pilot study is to review the dimensions of Leadership styles and their impact on organizational commitment achievement.

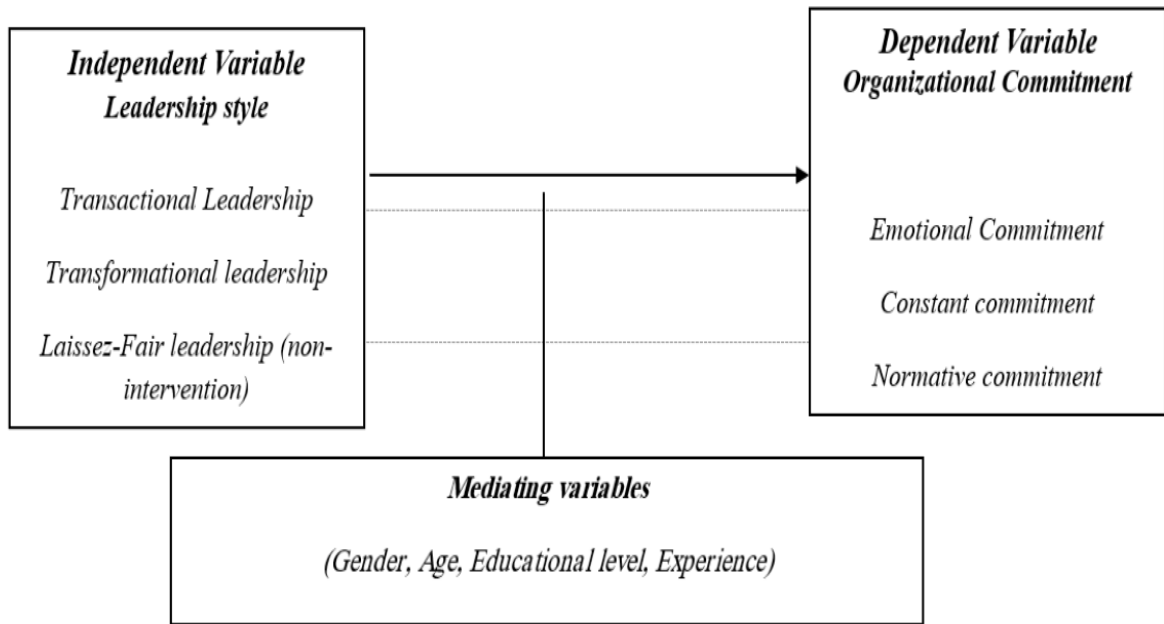
The second step is developing a questionnaire to collect the needed data from the study population.

C. Study Population: study population has consisted of all employees in Saudi banks. Information showing that the number of banks and financial institutions employees in the Kingdom of Saudi was at the end of 2017,(49.340) thousand. (site numbers.2017).

D. Study Sample a systematic random sample of twelve banks (the sum of operating banks in the main branches of each bank in Riyadh, therefore the sample total was 240 individuals, 212 questionnaires were collected, that is 88.3 % of the total sample

1, 2 Study Model:

Shape (1): Study Model



E. Model Variables

a) **Independent Variable** it is represented by determinants of Leadership style: Transactional Leadership, Transformational leadership, Laissez-Fair leadership (non-intervention).

b) **Dependent Variable:** it is represented by determinants of Organizational Commitment: Emotional Commitment, Constant commitment, Normative commitment.

F. Instrument Validity and Reliability

a) **Instrument Validity:** to find out the questionnaire’s statements validity, the questionnaire was presented to a group of professional referees. All necessary steps were made, either deleted or modified in light of provided suggestions by referees.

b) Questionnaire’s Statements Reliability:

Cronbach Alpha coefficient was used to measure study sample responses credibility of questionnaire statements. This coefficient is based on the measurement of the questionnaire’s statements internal consistency ability to give results compatible to respondent’s responses towards questionnaire’s statements questionnaire. Alpha can be interpreted as internal consistency coefficient between responses; therefore, its value ranges between (zero and 1), and Alpha coefficient accepted statistical value is (60%) or more in order scale credibility to be,

The following table shows study variables reliability values.

Table 1. Variables Reliability Values

Variables		Reliability Values
Leadership style	-Transactional Leadership	88.6 %
	- Transformational leadership	81.8 %
	- Laissez-Fair leadership (non-intervention)	78.1 %
Organizational Commitment	- Emotional Commitment	86.1 %
	- Constant commitment	84.9 %
	- Normative commitment	85.3 %
	all paragraph	84.8%

G. Statistical Analysis Techniques:

Descriptive statistics approaches had been used to describe study sample characteristics. Frequencies and per cent's used. Means and standard deviations were used to investigate study sample attitudes T-tests were also used to determine the relationship between the independents & dependent variables

XI. DATA ANALYSIS

A. Study's sample: characteristics

The following tables show the most important results of collected data analysis from the study

sample:

Table 2. Sample Distribution According to Gender

Gender	Frequency	Percentage%
Male	151	71.2
Female	61	28.8
Total	212	100

Table (2) indicates that the male's percentage in the study sample was 71.2 % of the total study sample, while the female per cent was 28.8 %. Males high percentage in the sample is due to the increasing number of male staff and because the number of males is more than bank branches men in Saudi Arabia.

Table 3. Sample distribution according to Age

Age	Frequency	Percentage%
Less than 30	122	57.6
31- 40 years	71	33.5
41-50 years	13	6.1
More than 50 years	6	2.8
Total	212	100

Table (3) indicates that 57.6 % of the study sample are of age group less than 30 years, and it is the highest per cent of the total study sample. This reflects the concentration of this group in Saudi

Banks, while the age group (31-40) years ranked the second with 33.5 % of the total sample,6.1 % of the total sample are of the age group between 41-50 years. The age group (50 +) ranked the last with 2.8 % of the total sample. This indicates that Saudi banks focus on employing youth people.

Table 4. Sample distribution according to educational level

Educational Level	Frequency	Percentage%
High school	41	19.2
Diploma	19	9
Bachelor's degree	123	58.1
Master's degree	29	13.7
Total	212	100

Table (4) results indicate 58.1% of the sample is concentrated in those who have bachelor's degrees While19.2 % of the total sample have a high secondary school, those who have master degree ranked the third with 13.7 % of the total sample, while diploma holders amounting 9 % of the total sample ranked the last.

Table 5. Sample distribution by years of experience

Experience	Frequency	Percentage%
Less than 5 years	128	60.4
5-10 years	63	29.7
11-20 years	11	5.2
More than 20 years	10	4.7
Total	212	100

Table (5) indicates that the study sample is concentrated on those who have experienced less than five years, with60.4 % of the total sample. This indicates that respondents have small managerial expertise because most of the study sample are young since Saudi banks focus on employing youth people. Those who have 5-10 years' experience ranked second, amounting to 29.7 % of the total sample, while the percentage of those who have experience 11 -20 years with 5.2 % of the total sample. Finally, employees whom their experience more than 20 years, amounting to 4.7 %.

B. Results Analysis

Means and standard deviations for study sample responses were computed as shown in the following tables:

1. Means and standard deviations of Independent Variable (Leadership style).

Table 6. Means and standard deviations of questionnaire statement (Transactional Leadership)

No.	Statement	Mean	Standard Deviation
1	The manager explains what I will do upon performing the entrusted work	3.65	0.940
2	The Manager explains the types of material rewards that will be provided in case of excellence and creativity in work.	4.65	1.76
3	The manager explains the types of moral rewards that will be provided in case of excellence in work.	3.25	0.860
4	The manager gives part of his time to deal with errors and complaints	3.10	0.720
5	The manager shall provide advice and guidance regarding work performing	3.88	1.05
6	The manager observes work and takes action to adjust deviations	3.95	1.16
7	The manager imposes clear penalties to be implemented to all upon violation of work procedures to avoid errors.	4.80	1.92
8	The manager does not interfere in work problems until such problems become serious and intractable.	3.52	0.915
9	The manager investigates the problems of different aspects.	4.25	1.38
10	The manager takes corrective actions after problems occurrence	4.57	1.48
11	The manager waits for error occurrence then corrects it.	3.62	0.890
	Total	3.90	1.18

Table No. (6) indicates that the mean of respondents' evaluation of transactional leadership level was high since its value is (3.90). The table also indicates that paragraph seventh (The manager imposes clear penalties to be implemented to all upon violation work procedures to avoid errors) ranked the first with a mean (4.80), while fourth paragraph (The manager gives part of his time to deal with errors and complaints) ranked the last rank with a mean (3.10). This consequently indicates that study sample

responses for transactional leadership were within the high agreement.

Table 7. Means and standard deviations of questionnaire statement (Transformational Leadership)

No.	Statement	Mean	Standard Deviation
1	The manager talks with enthusiasm regarding what is needed to be performed.	4.78	1.94
2	The manager works in ways that make employees respect him	4.76	1.86
3	The manager confidently confirms that objectives will be achieved.	4.85	1.98
4	The manager shows a high level of ethics in dealing with employees.	4.78	1.89
5	The manager encourages outstanding employees to innovate and find new working methods.	4.65	1.91
6	The manager does not make fun of employee mistakes	4.92	1.99
7	The manager motivates the staff for creativity and innovation	4.23	1.12
8	The manager helps staff to develop their strengths points	4.26	1.55
9	The manager helps staff to overcome their weaknesses points.	4.31	1.60
10	The manager treats me fairly in terms of training and guidance with the rest of the staff.	4.58	1.70
11	The manager behaviour encourages us towards creative thinking.	4.28	1.40
	Total	4.58	1.72

Table 7 indicates that the mean of respondents' evaluation of Transformational leadership level was very high since its value is (4.58). The table also indicates that paragraph sixth (The manager does not make fun of employee mistakes) ranked the first with a mean (4.92), while the seventh paragraph (The manager motivates the staff for creativity and innovation) ranked the last rank with a mean (4.23). This consequently indicates that study sample responses for Transformational leadership were within the very high agreement.

Table 8: Means and standard deviations of questionnaire statement (non-intervention Leadership)

No.	Statement	Mean	Standard Deviation
1	Leadership does not provide employees with guidance	2.80	0.542
2	The staff themselves directs themselves	1.31	0.370
3	The manager does not provide assistance to employees	2.90	0.575
4	The manager does not prepare the required methods to achieve the objectives.	2.45	0.512
5	The manager does not affect the organization's staff.	2.10	0.458
6	The manager avoids making decisions.	2.05	0.433
7	The manager grants employees the freedom to act in performing the tasks.	2.95	0.586
	Total	2.36	0.476

The table above indicates that mean of respondents' evaluation of non-intervention leadership level was low since its value is (2.36). The table also indicates that paragraph seventh (The manager grants employees the freedom to act in performing the tasks) ranked the first with a mean (2.95), while the second paragraph (The staff themselves directs themselves) ranked the last rank with a mean (1.31). This consequently indicates that study sample responses for non-intervention leadership were within high Disagreement.

Table 9. Means and standard deviations of Independent Variable (Leadership style)

Variables		Mean	Standard Deviation
Leadership style	Transactional Leadership	3.90	1.18
	Transformational leadership	4.58	1.72
	Laissez-Fair leadership (non-intervention)	2.36	0.476
Total		3.61	1.12

Table No. (9) mentioned results indicate that the mean of sample's evaluation of the three leadership styles was high. Since dimension (Transformational

leadership) ranked the first with a mean (4.58), while dimension (Transactional Leadership) ranked the second with a mean (3.90). Dimension (Laissez-Fair leadership (non-intervention)) was lowest with a mean (2.36). This indicates that Saudi banks adopt transformational leadership style in the first place, followed by transactional leadership, and do not adopt a Laissez-faire leadership style.

2. Means and standard deviations of dependent Variable (Organizational Commitment).

Table 10: Means and standard deviations of questionnaire statement (Emotional Commitment)

No.	Statement	Mean	Standard Deviation
1	I have a sense of belonging and loyalty to the bank.	4.55	1.96
2	There is an agreement between my values and the values of the bank I am working with	4.38	1.80
3	I have no commitment to stay in this bank	4.15	1.67
4	My relationship with my colleagues in the bank is brotherly relations.	4.25	1.65
5	I do not feel strongly belong to the bank	4.10	1.39
6	I do not feel that I'm part of my bank	4.15	1.42
7	I feel that the bank's problems are part of my own problems	4.75	1.82
	Total	4.33	1.67

The table above indicates that mean of respondents' evaluation of Emotional Commitment level was high since its value is (4.33). The table also indicates that paragraph seventh (I feel that bank's problems are part of my own problems) ranked the first with a mean (4.75), while the fifth paragraph (I do not feel strongly belonging to the bank) ranked the last rank with a mean (4.10). This consequently indicates that study sample responses for Emotional Commitment were within the high agreement.

Table 11. Means and standard deviations of questionnaire statement (Constant commitment)

No.	Statement	Mean	Standard Deviation
1	The bank deserves my sincerity and loyalty	3.98	1.43
2	I exert my best effort to achieve the bank's objectives	4.22	1.52
3	I am concerned with the bank's reputation	4.60	1.62
4	I concerned with bank's future	4.70	1.68
5	I have a permanent commitment to the bank I work with.	3.67	1.65
6	I have no obligation to achieve the bank's goals.	3.10	0.745
	Total	4.04	1.44

The table above indicates that mean of respondents' evaluation of the Constant commitment level was high since its value is (4.04). The table also indicates that paragraph fourth (I concerned with bank's future) ranked the first with a mean (4.70), while sixth paragraph (I have no obligation to achieve bank's goals) ranked the last rank with a mean (3.10). This consequently indicates that study sample responses for Constant commitment were within the high agreement.

Table 12. Means and standard deviations of questionnaire statement (Normative commitment)

No.	Statement	Mean	Standard Deviation
1	I feel that I have few chances to leave the bank	3.77	0.870
2	I believe that my current employer is one of the best employers to join	4.10	1.35
3	I look forward to the promotion and obtaining an advanced position in the bank.	3.98	0.985
4	Even it is for my interest. I do not feel that leaving the bank is important for my interest.	3.52	0.866
	Total	3.84	1.01

The table above indicates that mean of respondents' evaluation of the Normative commitment level was high since its value is (3.84). The table also indicates that paragraph second (I believe that my current

employer is one of the best employers to join) ranked the first with a mean (4.10), while fourth paragraph (Even it is for my interest, I do not feel that leaving the bank is important for my interest.) ranked the last rank with a mean (3.52). This consequently indicates that study sample responses for Normative commitment were within the high agreement.

Table 13. Means and standard deviations of dependent Variable (Organizational Commitment).

Variables		Mean	Standard Deviation
Organizational Commitment	Emotional Commitment	4.33	1.67
	Constant commitment	4.04	1.44
	Normative commitment	3.84	1.01
Total		4.07	1.37

The above-mentioned results indicate that the mean of the sample's evaluation of the three Organizational Commitments was high. Since dimension (Emotional Commitment) ranked the first with a mean (4.33), while dimension (Constant commitment) ranked the second with a mean (4.04). Dimension (Normative commitment) was lowest with a mean (3.84).

This indicates that Saudi banks are achieving a high level of organizational commitment in light of study dimensions from the respondent's perspective.

C. Hypotheses Testing Results

The first main hypothesis: There is no statistically significant relationship between leadership styles and organizational commitment achievement in Saudi banks

To test this hypothesis and the derived sub-hypotheses, the Variation Inflation Factor (VIF) was initially extracted. It is used to determine if study variables have a high correlation with other independent variables, which will lead to a problem in regression analysis if (the VIF) of study variables is more than (10). It was shown that the VIF value is (2.89), which is less than (10), so it was assured that there is no high correlation with the independent variables. Also, to verify the normal distribution of data, Skewers value of independent variables is calculated as shown in Table (15), showing that Skewers coefficient value for all independent study

variables was less than (1), so the study data are normally represented on the normal distribution curve

Table 14. Skewers Coefficient Test

variables	Skewers coefficient value
Transactional Leadership	.029
Transformational leadership	.038
Laissez-Fair leadership (non-intervention)	0.23

The first sub hypothesis: There is no statistically significant relationship between leadership styles and emotional commitment achievement in Saudi banks.

In order to prove this hypothesis, multiple linear regressions were used. The results in the table below show that administrative leadership significantly affects the emotional commitment dimension. Since R^2 (0.32) and (F) value = 11.422 is statistically significant at level (0.000) showed that there was a statistically significant relation to independent variables collectively on the dependent variable. The data also indicated that there was no significant impact of administrative patterns after the emotional commitment. Consequently, this hypothesis is rejected. So there is a significant impact on emotional commitment

Table 15. Multiple Regression for the Impact of Administrative Leadership on emotional commitment Dimension

leadership styles	T	B	P-value
Transactional Leadership	1.09	.087	.041
Transformational leadership	1.01	.92	.031
Laissez-Fair leadership (non-intervention)	0.95	.143	.028
$R^2 = 0.32$ $F= 11.422$ P value = 0.000			

The second sub hypothesis: There is no statistically significant relationship between leadership styles and continuous commitment achievement in Saudi banks.

In order to prove this hypothesis, multiple linear regressions were used. The results in the table below show that administrative leadership significantly affects the emotional commitment dimension. Since R^2 (0.29) and (F) value =9.312 is statistically significant at level (0.000) showed that there was a statistically significant relation to independent variables collectively on the dependent variable. The data also indicated that there was no significant impact of administrative patterns after the continuous commitment. Consequently, this hypothesis is

rejected. So there is a significant impact on a continuous commitment

Table (16): Multiple Regression for the Impact of Administrative Leadership on continuous commitment Dimension

leadership styles	T	B	P-value
Transactional Leadership	1.12	0.76	.044
Transformational leadership	1.16	0.63	.027
Laissez-Fair leadership (non-intervention)	0.81	.061	.022
$R^2 = 0.29$ $F=9.312$ P value = 0.000			

The third sub hypothesis: There is no statistically significant relationship between leadership styles and normative commitment achievement in Saudi banks.

In order to prove this hypothesis, multiple linear regressions were used. The results in the table below show that administrative leadership significantly affects the normative commitment dimension. Since R^2 (0.21) and (F) value =6.175 is statistically significant at level (0.000) showed that there was a statistically significant relation to independent variables

Results indicated that the free pattern affects significantly the dependent variable Based on (T) value and its significance level (0.05), which was less than the approved significant level, and its effect was (0.23). The results indicated that there was no significant effect of other styles at the normative commitment dimension. Accordingly, this hypothesis is rejected so that there is a significant impact of leadership styles collectively on the normative commitment dimension.

Table 17. Multiple Regression for the Impact of Administrative Leadership on normative commitment Dimension

leadership styles	T	B	P-value
Transactional Leadership	1.04	0.74	.044
Transformational leadership	1.43	0.85	.027
Laissez-Fair leadership (non-intervention)	2.65	.023	.007
$R^2 = 0.21$ $F=6.175$ P value = 0.000			

The Second Main Hypothesis:
There are no statistically significant differences from employees' perspectives regarding leadership styles

in Saudi banks due to their demographic characteristics.

The following sub hypotheses are derived:

-First Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to gender.

To test this hypothesis, a one-way ANOVA test was used. The table results mentioned below show that there are no statistically significant differences in f respondents estimation regarding leadership styles level in Saudi banks due to gender, since significance the level of F values is more than (0.05) for this variable., Also, the mean was equal. This means that this variable does not affect an individual's estimation of leadership styles level in Saudi banks. Accordingly, we accept the above mentioned and reject the alternative hypothesis.

Table 18. Results of the One Way ANOVA test for the differences between means in administrative leadership styles estimation due to gender.

Gender	variable	Mean	F value	SIG.
	male	2.860	9.66	0.0630
	female	2.858		

Second Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to age.

To test this hypothesis, a one-way ANOVA test was used. The table results mentioned below show that there are statistically significant differences in f respondents estimation regarding leadership styles level in Saudi banks due to age since significance the level of F values is less than (0.05) for this variable., Also, the mean was not equal. This means that this variable affects individuals' estimation of leadership styles level in Saudi banks. Accordingly, we reject the above mentioned and accept the alternative hypothesis, which assumes that there are differences in sample estimates for leadership styles in Saudi banks due to Age

Table 19. Results of the One Way ANOVA test for the differences between means in administrative leadership styles estimation due to Age.

Age	variable	Mean	F value	SIG.
	Less than 30	3.976	3.141	.033
	31- 40 years	2.595		
	41-50 years	3.430		
	More than 50 years	3.190		

-Third Sub Hypothesis: There are no statistically significant differences from employees' perspectives regarding leadership styles in Saudi banks due to education.

To test this hypothesis, a one-way ANOVA test was used. The table results mentioned below show that there are statistically significant differences in f respondents estimation regarding leadership styles level in Saudi banks due to education since significance the level of F values is less than (0.05) for this variable., Also, the mean was not equal. This means that this variable affects individuals' estimation of leadership styles level in Saudi banks. Accordingly, we reject the above mentioned and accept the alternative hypothesis, which assumes that there are differences in sample estimates for leadership styles in Saudi banks due to education.

Table 20. Results of the One Way ANOVA test for the differences between means in administrative leadership styles estimation due to education.

	variable	Mean	F value	SIG
Educational Level	high school	2.622	2.955	.028
	Diploma	2.980		
	bachelor's degree	3.460		
	master's degree	3.128		

- Fourth Sub Hypothesis: There are no statistically significant differences from employee's perspective regarding leadership styles in Saudi banks due to experience.

To test this hypothesis, a one-way ANOVA test was used. The table results mentioned below show that there are statistically significant differences in f respondents estimation regarding leadership styles level in Saudi banks due to experience since significance the level of F values is less than (0.05) for this variable., Also, the mean was not equal. This means that this variable affects individuals' estimation of leadership styles level in Saudi banks. Accordingly, we reject the above mentioned and accept the alternative hypothesis, which assumes that there are differences in sample estimates for leadership styles in Saudi banks due to experience.

Table 21. Results of the One Way ANOVA test for the differences between means in administrative leadership styles estimation due to experience.

	variable	Mean	F value	SIG.
Experi ence	Less than 5 years	2.120	1.735	.028
	5-10 years	2.838		
	11-20 years	3.985		
	More than 20 years	3.214		

XII. RESULTS AND RECOMMENDATIONS

A. The Results

1. The study showed that leadership styles level, in general, was high. It was clear that the transformational leadership style was high in Saudi banks, followed by the transactional leadership style from the employee’s perspective. The researcher explains this result is due to Saudi banks usage of modern working methods, which encourage employees to participate in strategic plans development, taking managerial decisions and develop general Bank .Policies.

2. The study showed that the Laissez-faire leadership style level was low in Saudi banks from the employee’s perspective. The researcher explains this result is due to the nature of work in banks can only be done by taking decisions directing employees, and helping them to adopt clear methods in working towards achieving Objectives.

3. The study showed that the level of organizational commitment is high in Saudi banks from an employee’s perspective in Saudi banks, in the light of studied dimensions (emotional commitment, Standard commitment, and continuous commitment). The researcher explains this result due to the interest of Saudi banks in their reputation and using technology in the work field, providing wages, incentives and good employee benefits, which helped to achieve a high organizational commitment among employees.

4. The results indicate that administrative leadership affects all its styles positively on the emotional commitment dimension, standard commitment dimension and continuous commitment dimension. This confirms that Saudi banks follow leadership styles that help in achieving employees' organizational commitment.

5. The results showed that managers in Saudi banks do not give part of their time to deal with mistakes and complaints. The results also showed that they do not take preventive measures to prevent mistakes occurrence and do not interfere in work problems until such problems become serious and intractable.

6. The results showed that managers in Saudi banks show a high level of ethics in dealing with employees and encourage outstanding employees to create, innovate and find new methods for work.

7. The study showed that there were no statistically significant differences in respondents' estimations of leadership styles level in Saudi banks due to gender. This means that this variable does not affect individuals' assessment of leadership styles level in Saudi banks, and there were statistically significant differences in respondents' estimations of leadership styles levels in Saudi banks attributed to (Age, qualification, and experience).

8. The study showed that: (Bachelor's degree holders, employees whose ages ranged between 41-50, and employees whose experiences ranged between 11-20 years). Their estimations of leadership styles level are more compared with other categories

B. Recommendations

In light of the study results discussion, the researcher recommends the following:

1. To focus on enhancing administrative leadership styles represented by transactional leadership and transformational leadership because of their positive role in enhancing organizational commitment in Saudi banks.

2. Increase the interest in enhancing organizational culture in banks and in all Saudi organizations due to its significant role in increasing organizational commitment, improving performance and increasing productivity.

3. There is a need that managers in Saudi banks should give a part of their time to deal with mistakes and complaints, and the need to take preventive measures to prevent mistakes occurrence.

4. There is a need to pay attention to participation expansion in decision-taking and drawing Saudi banks policies because participation has a great role in enhancing increased confidence between management and employees and increasing their organizational commitment.

5. To Increase the interest in enhancing employees belonging by finding a correlation between employee values and bank the values in which he works, and thus increase his organizational commitment and feel that bank problems are part of his own problems.

6. Further studies regarding leadership styles addressed in this study should be carried out on other organizations in Saudi Arabia

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