

Impact of Leadership Patterns on Customer Satisfaction

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ABSTRACT

This study aims at investigating the relationship between the administrative leading patterns (bureaucracy, democracy and free) and customer satisfaction through (physical quality and handling of the service), where the study sample represented the Libyan customers at commercial Libyan banks, the number was 220 items. In order to achieve the goal of the study, data and information were collected from the sample through questionnaire. It was then processed statistically using statistical software (SPSS) and the multiple inclination linear analysis. One of the most important findings of the study is that there is a trace of the pattern of democracy administrative leadership and free on the customer's satisfaction, while there is no relationship between the pattern of bureaucracy and customer's satisfaction.

Keywords: *Administrative Leadership; Qualit; Customer & Service*

1. Introduction

The current era witnesses many of the rapid developments and successive changes as a result to the explosion of knowledge, information, and communication revolution, making the customer having a greater capacity to pick the product that is characterized by high quality and the adoption of quality as the main criterion for the selection and preference. (Musleh, 2013). Since the banking system is regarded one pillars upon which the economic system is established, therefore its development is an important developmentally required demand. Such development or change does not come except through owning of the organization to an administrative leadership conscious of what is going on around and working to change its culture if necessary. This is from one hand and from the other hand, suffering Libyan commercial banks to a number of distortions and defaults. Weakness in the used technology efficiently (physical aspects of concrete service) representing in the banking systems of limited efficiency which they depend on in doing business. Also, there is weakness in material and moral incentives which may lead to the inability to attract high-efficiency elements and keep them. This matter also affects the productivity of employees, their competence, and their integrity in performance of the business, and this may affect the service quality level (quality dealing) upon providing them with the required service.

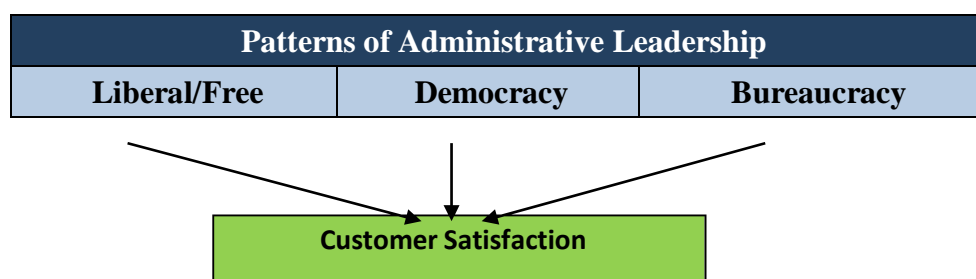
Hence, the development of this sector and the elimination of inefficiencies and distortions, especially in terms of the aspects that have been covered in this study on the assumption that there is an impact relationship between the administrative leadership through their patterns and customer's satisfaction. So, such development would not take place only through the presence of a strong administrative leadership of high efficiency, because the challenge which any organization faces in conducting any transformation or change for the better is to discover and develop leaders distinguished with competency (Tabouli, Habtoor & Nashief, 2016a; Yusuf & Ghalboun, 2010). Hence, such administrative leaderships inside these banks ought to increase their efforts to improve the quality of their services through the creation of policies, new strategies, and methods of their presentation to correspond to the needs and desires of customers, the matter which leads of their retention due to the increased degree of their satisfaction; this is from one hand, besides contributing to attraction of new customers, on the other hand. It contributes also to the application of modern marketing concepts at marketing banking services, which helps towards the welfare of customers and achieving growth and development opportunities for this sector.

1.1 The Administrative Leadership in Terms of Patterns

Here it will be dealt with patterns leading in the examined banks, as is evident Model No. (1), according to their behaviors and their style and manner in exercising influence toward their employees. These patterns are: (bureaucratic - democratic - free/liberal), and the extent of the exercise of these patterns in drawing plans and strategies and work to move them towards providing high quality services that contribute to the achievement of the customer's satisfaction, due to what this category have of leadership patterns from the psychological foundations of logic (Habtoor, 2016a; Nasser & Ibrahim, 2004). in addition to being the more leadership patterns upon which managers in Organizations rely upon.

1.2 The Level of Customer's Satisfaction

It is the status in which the needs, desires and expectations of the customer are met or even exceeded. This may lead to re-purchase of the same product from the same source, as well as creation of loyalty to this source, because the satisfaction is regarded a source of loyalty by the customer to the Organization (Noureddine, 2007). Here, the dependent variable (customer's satisfaction), is regarded, which represents a function, the Organization aspires and seeks to achieve which is also lies within its long-term goals.



Source: Prepared by Researcher

Figure 1: Patterns of Administrative Leadership

1.3 The Concept and Definition of Administrative Leadership

The avalanche of studies as well as models and theories that explain and theories that explain the subject of administrative leadership is due to the great interest in the administrative concept of administrative leadership of thought, which is one of the most topics that figured prominently the attention in the present age. However, it is difficult to find a unified and agreed-upon definition to the administrative leadership.

Hence the word (Leadership) goes back to Greek thought and Latin thought, too, where the English word Leadership has been derived from (the verb) (Habtoor, 2016a). But in the Arabic language, the (leadership) is derived from the driving, unlike the leading; it is said to drive the animal: from front of it and to lead an animal: from behind. Here, the leadership is derived from the verb (led) i.e., has done an action or something to reach the desired goal, i.e., it is a relationship between the commander and subordinates. The leader is the one who issues orders, and the subordinates are those who carry out the orders issued by the commander of the work that led them to achieve the goals they are seeking to. This is what is meant by the concept of administrative leadership. But, with respect to its definition, some have defined the administrative leadership that it is the Organization frameworks/scopes and who assume senior positions of responsibility and working as part of an interactive frame to promote and develop the cultural pattern of the Organization through the integration of the various individual mentalities in a collective mentality that realize a collective ability for action (Ismail, et al., 2019a; Mohamed; Habtoor & Mutalib, 2016; Al-shaibah & Habtoor, 2015; Yousef, 2009). Others defined it - "It is the positive activity that is carried on by a person in the field of administrative supervision over the others to achieve a particular purpose by means of grooming and influence or the use of official authority when appropriate and necessary." (Salama, Habtoor & Isaac, 2019a; Salah & Habtoor, 2017; Tabouli, Habtoor & Nashief, 2016b). The administrative leadership was also defined "that it is a process of mutual effect to guide the human behavior in order to achieve a common goal which they agree upon and convinced of its importance, then they interact together in a way to ensure the cohesion of the group and its progress toward achieving the goal" (Al-shaibah, Habtoor & Muthaliff, 2017; Etlesh, Habtoor & Malik, 2016).

Through the above definitions and in order to serve the objectives of this study, the definition of the administrative leadership can be summarized as a process of influence on the behavior of subordinates and motivating them toward planned goals efficiently and effectively.

1.4 The Importance of the Administrative Leadership

On the light of the words of our Holy Prophet, Peace & Blessings of Al-Mighty Allah is upon him who said, "If three persons are out in the travel, let them appoint someone a leader." Narrated by Abu Dawood; Al-Khattabi said: He did order of this, so that their affairs/matter would be altogether, and their opinion would not be dispersed, and the difference would not occur among them. Accordingly, the importance of leadership lies in that it is the loop access between employees and the organization's plans and its future perceptions. It also supports the positive powers in the organization and reduce the negative aspects as much as possible and control the work problems and resolve them, resolving differences and weigh between views. From here, any organization must acquire effective administrative leaderships who are able to

influence the behavior of individuals and then push them to perform the jobs they were entrusted to them efficiently and effectively. The successful administrative leader is the one who can spread or a general atmosphere of values and attitudes in favour of creativity and innovation among his subordinates and colleagues, which is the essence of the work of leadership, because of what the leader has an impact on the behavior of individuals and groups (Salama, Habtoor & Isaac, 2019a; Habtoor, 2016b; Al-shaibah & Habtoor, 2015; Bohazzah and Rafiq, 2009).

1.5 Service Quality & Satisfaction of Customer

1.5.1 The Service

There are many definitions of the service by writers and researchers in the field of marketing, but one of the most notably is the American Society's definition that it is: "those specific and basically intangible activities, which satisfy the needs of individuals and achieve satisfaction to them, and it is not necessarily linked to the commodity or another service." Kotler has defined it by "an activity or performance that can be provided by a party to another party. It is necessary that it must be intangible, and it does not produce any transfer of ownership and its production may be linked to or not linked with the material/physical product" (Salama & Habtoor, 2020; Al-Ali, et al., 2019; Habtoor, 2015; Mohamed, et al., 2015; Musbah et al., 2015; Saeed, 2012).

1.5.2 The Quality

It is defined by the American Association for quality control "as a set of characteristics and specifications enjoyed by the item or the service which is related to its ability to meet the existing requirements or supposed to be existing" (Habtoor, 2020; Salama, Habtoor & Isaac, 2019b; Musbah et al., 2015; Kotler, 2002).

1.5.3 The Banking Service

The definitions of banking service were varied and numerous, depending on the orientations of the writer or the author and this with what approves to their theses and devoting their perception to the content and concept of the service. Some of them defined it, as "a set of activities related to the achievement of certain benefits to the customer, whether it is with a material return or without it. The bank may, sometimes provide its free services to the customer" (Salama et al., 2020; Ismail et al., 2019b; Saleh et al., 2018; Musbah, et al., 2016; Saleh & Haboor, 2015; Ramadan, 2003). It was also defined as "It is actions or activities, or a performance offered from one party to another, and these activities are considered intangible and are not consequent to transfer of ownership of anything and submission may be linked or not linked to a physical tangible product" (Hadi, 2002).

Through the above definitions, it is clear to us that they group of activities that are carried out by the Bank's Management in order to provide services to its customers in order to achieve their satisfaction and it is not a condition that they are not paid or free of charge, as they may not be connected or unrelated to something physical/materially tangible.

1.5.4 Dimensions of Banking Services Quality

Through the concept of quality of service, it is evident that there is a set of standards and dimensions by which the customer compares between the level of actual performance and the expected level of service performance. From here, there were many efforts of the researchers in order to identify those dimensions. The most important findings of such studies, the study of Parasuraman and his colleagues in 1985, which is considered one of the first studies in this area, as it has developed a Model to measure the quality of service. It has been named SERVQUAL Model that is based on the comparison of the expectations of the service customers and its actual performance and then determines the gap between these expectations and the performance. Yet, in a subsequent study Parasuraman was able and his colleagues in 1988 to integrate the quality of service dimensions to five dimensions only.

1.5.5 Physical Concrete Aspects

It relates to all the aspects of the physical facilities associated with the service, and the reliability, which means the stability of performance and completion of the service correctly at the first time, and the responding in the sense of the sincere desire to help customers and try to provide them with the required and immediate service, and the safety this means the ability of the Bank's employees to infuse confidence and safety in the hearts of customers upon dealing, to make the customer feel safe when dealing with the bank, the compassion and dedication in the service of the customer and this means taking care of the customers which may reach up to the personal caring of them.

1.5.6 Customer's Satisfaction

The customer is considered one of the main elements for which any Organization is found whether service or commodity, so that the latter will create and discover customers and maintaining them through gaining their satisfaction for the quality of its products. This comes through knowing the expectations of customers and the factors that may affect thereof in order to provide the services that are consistent with or exceed their expectations, because they had put certain expectations about the product's ability in satisfying their needs. If these expectations were achieved, the results would be the customer's satisfaction.

In order to learn more about the concept of customer satisfaction, the efforts and opinions of the researchers multiplied and varied on the definition of the satisfaction. Some of them defined it as, "the level of sensation of the individual resulting from his comparing between the perceived performance and his expectations" (Habtoor, 2019; Farid, 2002). It is defined also as "It is the impression of reward or non- reward against sacrifices borne by the customer whenever buying" (Daniel, 2001). It is defined also as "the feeling generated at the customer and stemming from the comparison between the perceived performance levels of service after its usage with the level of performance expected by it before usage" (Ali, 2001). In line with the above definitions, the customer's satisfaction expresses psychological state or the emotional feeling of the customer stemming from comparison of his awareness of the quality of the service after use or access to the service with his expectations before receiving it.

1.5.7 The Importance of Measuring the Customer's Satisfaction

The satisfaction of the customer is considered an impact factor on the survival of the Organization and its continuity in the business world, especially in an environment where competition is intense, where the survival therein becomes for those who have a competitive privilege that cannot be imitated (Fathallah, Ameen & Habtoor, 2020; Samiha, 2012). In the light of new environmental variables, some successful Organizations are not content of achieving the customer's satisfaction, but they measure and determine constantly its degree. One of the most important motives of measuring degrees of customer's satisfaction is the growing demand for improvement and development of the services, as well as the correlation of the quality with satisfaction. The quality requires doing the things correctly from the first time. However, due to the spiralling requests of the beneficiaries to the services, the required quality level increased by them (Habtoor, 2018). considering the metrics, a part of the measures to achieve quality, which in turn affect the customer's satisfaction levels.

In order to access and achieve customers' satisfaction, the administrative leaders should determine the customers' requirements and strive to achieve them, as well as ensuring the continuous improvement of the quality of service, because the achievement of customers' satisfaction is the best style for survival and competitiveness in the business environment.

2. Methodology

On the light of the study nature and the information to be obtained from the customers' views at Libyan commercial banks, this using survey descriptive and analytical method, which is based on the study of reality or phenomenon as it is in fact. This approach is interested to describe it accurately and expressed it qualitatively and quantitatively. The target behind the use of such approach, is not just to collect information for description of the phenomenon, but rather analyze and detect relationships between dimensions as well, in order to interpret it and access to the results that contribute to the improvement of the reality and developing it. Hence, the researcher studied the relationships among independent variables, which relate to the patterns of administrative leadership (bureaucracy, democracy, and free pattern), and between the dependent variable represented in the customer's satisfaction through (the quality of treatment, material and intangible aspects of the service), the customer is exposing to during receiving of the service.

2.1 Community and the Research Sample

Since the main objective of the study is to identify the role of administrative leadership and its impact on the level of customers' satisfaction of the Libyan commercial banks, the study community was represented in the customers resident in Malaysia due to the researcher's stay there during conduct of this study. The specimen study represented in (220) item.

2.2 The Study Tool

In this aspect, it has been relied heavily on the questionnaire as an instrument to collect the necessary data for this study as one of the most appropriate research instruments that achieve the objectives of the survey and to obtain information and facts associated with a particular reality.

2.2.1 Honesty and Consistency

After the questionnaire was initially constructed and designed benefiting from the theoretical framework and previous studies' questionnaires relevant to the present study, it was presented to a number of experienced professionals, so as to determine the extent and clarity of phrases and the extent of their belonging to the study topic till it has been finalized.

2.2.2 Honesty and Internal Consistency

After the questionnaire was drafted and built in its final form, the factor analysis was conducted on this instrument aiming at purification of paragraphs, as well as, determining the degree of correlation with axes to which those paragraphs belong.

2.2.3 The Stability of the Measurement Tool

To measure the extent stability of the questionnaire and to make sure of the stability of the internal data and its consistency, the researcher tested it by Crombach alpha factor where the stability degree ranged for each axis or factor between (0.81 - 0.84), as these values are considered an indicator of the strength and stability of the data that they are valid for use in this study.

2.3 Statistical Treatment

The factor analysis in order to measure the honesty and internal consistency of the questionnaire items, as well as the use of Crombach alpha factor for the stability of computing the questionnaire axes and then testing the multi-linear inclination, due to the containment of the study of a number of independent variables and only one dependant variable.

2.4 Preliminary Data Analysis

The initial/preliminary analysis of the used data to the inferential collection of the basic requirements, which is a test the appropriateness of the data to the statistical method, adopted by the researcher in achievement of his research purposes. We can test the extent of appropriateness of the data used to carry out the quantitative analysis through the internal consistency of the instrument used and its validity, in addition to that, result of the analysis has confirmed the absence of any deviations in the data, where the skewness and kurtosis degree did not reach to 2- and 2 + i.e., specific area for test. To make sure of the stability data and internal consistency, the researcher tested that at factor of Crombach alpha where the degree of stability of each paragraph ranges between (0.81 - 0.84), where these values are considered an indicator of the strength and stability of the useable data.

3. Hypotheses of Multiple Inclination Analysis

Before starting the multiple linear inclination analysis process to test the validity of hypotheses or its non-validity in conjunction among the independent variables, that represent the administrative leadership in terms of their patterns (bureaucracy, democracy & free), and between the dependent variable represented in the level of customer's satisfaction, the researcher tested the statistical hypotheses related to analysis in order to ensure appropriateness of data to the multiple linear inclination hypotheses analysis.

3.1 The Linear Multi-Test (Lack of High Correlation between Factors)

The researcher made sure that there are no multi-linear between the independent variables Variances.

Inflation Factor-VIF and Tolerance of each variable of the study variables noting that the Variance Inflation Factor-VIF for the value is no greater than (1) and the value of VIF test does not exceed (1). Such values are considered the support to avoid the linear multiplicity. According to the analysis and conduct VIF test for all the variables of not less than (1) and that range (1.668-1.926). Also, the VIF values range between (0.519- 0.599), & it is a value less than one (1). This indicator expresses the lack of a high correlation between the independent variables, and it also indicates the presence of independence between the independent variables every one of them alone and thus emphasizes the non-fully fusion of the independent variables into the analysis. This is illustrated in table No. (1).

Table 1: The Linear Multi-Test

N.	Independent Variables	VIF	Tolerance
1	Free pattern	1.668	0.599
2	Democracy pattern	1.891	0.529
3	Bureaucracy pattern	1.926	0.519

3.2 The Normal Distribution

After making sure there is no problem in the multi-correlation between the independent variables, the researcher tested the normal distribution through calculating arithmetical averages, standard deviations and skewness & kurtosis factors, as illustrated in Table (2) where the result of the study has revealed that the arithmetic averages of the study factors have ranged from (2.253 - 2.371), followed by the standard deviations, which have also ranged between (0.974 - 1.225).

Table 2: The Normal Distribution

N.	The Factor	Average	Standard deviation	Skewness	Kurtosis
1	Free Pattern	2.371	1.225	0.869	0.636
2	Democracy Pattern	2.345	1.104	0.987	0.311
3	Bureaucracy Pattern	2.253	0.974	1.004	0.033

3.3 The Results of the Analysis

We can see from Table (3) the results of multiple linear inclination for the administrative leadership analysis and its impact on customer's satisfaction, through the views of the Libyan commercial banks' customers and who are in the arena of Malaysia. Also, from (ANOVA (b)) analysis, there is a relationship of statistical significance because the value of statistical significance (alpha ratio) equals to (0.001). This means the existence of relationship between the administrative leadership and the stake (customer's satisfaction).

Table 3: The Results of the Analysis

Model	Squares' Total	Free Degree	Squares' Average	Statistical Alpha	Alpha Ratio
Linear	155.716	8	19.464	31.969	0.001
Standard Error	128.468	211	0.609		
Total	284.183	219			

Given the results of the analysis, we find the correlation strength (R) has reached (0.740), and the accompanying to a value (F) of (31.969), which means the existence of impact. The impact value can be determined through access to (R) as the values of (R) points out to variance ratio interpreted in the role of administrative leadership, which is attributed to the independent variables so that the more the value (R) increases, this points out to the role of administrative leadership and relying upon in the interpretation of variances and differences which may appear in the customer's satisfaction variable (dependent) as shown in Table No. (4). Here, the determination factor (R) reached (0.740) with the standard error estimated (0.780) out of the variables in the customer's satisfaction level resulting from the change of the administrative leadership roles.

Table 4: The Correlation Strength

Model	Correlation	Squared Correlation	Amended Squared Correlation
1	0.740	0.548	0.531

3.4 Determining the Interpretation Ratio of Independent Variables to the Dependent Variable

Based on the analysis and summary of the model, it is clear that the correlation ratio between the independent factors (administrative leadership) from one side and the customer's satisfaction factors from the other side as a dependent variable is (0.740), and squaring this value shows that the influence of the independent factors is up to (0.548). This ratio is called the squared correlation.

On the other hand, we can say that (0.531) of the customers' satisfaction rely upon the independent factors. This ratio is considered, or explanatory strength is reasonable as shown in Table (4). But as for the amended squared correlation ratio used for sample mainstreaming to the whole community, it was also reasonable (0.531). The results reflect the weakness of the effect of the combined independent variables on the dependent variable.

To find out codified or non-codified inclination factors, as in Table (5), which summarizes a set of indicators showing the type of relationship and the extent of influence between the variables, where it gives the alpha ratio indication and the beta value which

represents the amount of change in the dependent variable due to the variation result occurring in the variable independent.

Once viewing Table No. (5), the free factor of Free administrative leadership pattern is the greater indicator on the customer's satisfaction (alpha ratio = 0.001) and the contribution rate (beta = 0.381), Democracy pattern factor was (alpha ratio = 0.001), followed by the contribution rate (beta = 0.231). The results also showed "the lack of a relationship between the (stake) administrative and bureaucracy pattern of leadership so that (the alpha ratio = 0.799 and beta = 0.016).

Table 5: Interpretation Ratio of Independent Variables to the Dependent Variable

N.	The Model	Non-Codified Transactions		Codified Transactions	T	Alpha Ratio
		B	Standard Error	Beta		
1	The Stake (Customer's Satisfaction)	0.693	0.264	-	2.629	0.009
2	Free Pattern	0.354	0.056	0.381	6.373	0.001
3	Democracy Pattern	0.238	0.066	0.231	3.630	0.001
4	Bureaucracy Pattern	0.019	0.075	0.016	0.255	0.799

4. Results

Through statistical analysis of the views of the study sample, we can say that there is a relationship between the leadership and administrative leadership in terms of their patterns and the level of customer's satisfaction. That is based on the variance analysis (ANOVA (b)), so that there was a relationship from the statistical point of view because the value of statistical significance (alpha ratio = 0.001). This means that there is relationship between administrative leadership and the stake (customer's satisfaction). This is illustrated in table (4) which expresses the results of multiple linear inclination of administrative leadership and its impact on customer's satisfaction analysis. Here we can accept the hypothesis which states that the existence of the relationship of statistical significance differences between the patterns of administrative leadership and customers' satisfaction.

To illustrate more and based on the results of the analysis with respect to patterns of administrative leadership and customer's satisfaction, there is a relationship between the free pattern of administrative leadership and the level of customer's satisfaction so that the (alpha ratio = 0.001). The contribution rate (0.381), as well as the democracy pattern (alpha ratio = 0.001 and beta = 0.231). But with respect to the bureaucracy pattern, through the analysis results, it is clear that there was no statistical significance relationship, so that the relationship between the bureaucracy pattern of the administrative leadership and the dependent factor (alpha ratio = 0.799 and beta = 0.016).

5. Conclusion

The administrative leaders at Libyan commercial banks to increase the interest in the free administrative leadership pattern as well as democracy pattern, and to give the subordinates some powers, which in turn contribute to speed completion of the service required by the customer, as well as it faces the problems they expose to and develop appropriate solutions that contribute to the achievement customer's satisfaction.

Conflict of Interest

The authors declared that they have no conflict of interest.

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