Leadership Traits' Impact on Employees' Performance in the Banking Sector
(A Field Study on Bank Misr)

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Abstract

This study is investigating the effect of different leadership styles and traits (autocratic, democratic, and participative style) on employees' performance within the public sector in Egypt. They are aiming to analyze the effect of diverse leadership styles on employees' performance and productivity in 'Bank Misr' as it is the primary public bank in Egypt which has more than 500 branches all-over the country; employing 12,500 people who serve more than seven million clients in Egypt. Researchers used primary and secondary research tools to be able to come up with adequate results, conclusions and recommendations which might help in revealing and explaining facts about this important issue especially in the public sector. To validate the research objectives, different scholarly views are presented of the effect of independent variables on dependent variables. Finally, the researchers came up with a main finding which is that the participative understanding leader is the main contributor in boosting employees' performance and productivity, although ironically the dictator and autocratic leader is useful if the organization is going through a severe crises and highly turbulent circumstances.

(Key Words: autocratic, democratic, and participative leadership style; leadership traits)

Introduction

The history of leadership and how it affects employees' performance and productivity dates as back to the 17th century where a shift took place regarding the employees and workers within the organizations; as the administration started to treat employees and workers not as machines but rather see them presenting the human capital necessary for the achievement of different work tasks. In the recent past years, the human resource management concept has replaced the traditional concept of personnel administration.

This relatively new concept is embracing a new effective approach for managing the employees and organizations at large scales. It is giving importance to the strategic integration of new leadership styles with effective management of employees in order to improve employees' performance and productivity. Transformational leaders are one of the most important new

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leadership styles as the transformational leader uses less authority and acts as a guide, mentor, and coach to enhance the vision of the followers. The leader and the sub-ordinate are working for the aim of attaining quality (Carter et al., 2009). Kenneth and Heresy (1988), assert that; "an effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operates" Different leadership styles are used to direct and empower employees. This research is tackling the relationship between different leadership styles and employees' performance and productivity within the banking sector in Egypt, taking 'Bank Misr' as an area of application.

Research Problem

We are living in a highly competitive local and international market place, which drives organizations to compete viciously in order to succeed and be able to face rivals and opponents. One of the most important competitive tools in business today, is the employees and workers as they present a valuable asset and capital to any organization now-a-days especially if they are educated, talented and skilled. This new vision of man power is relatively new in developing countries such as Egypt in general and in public sector in these countries in specific. What triggered the researchers to study this topic, is that the public banking sector as many public entities is suffering from average and low-level performance and productivity of its employees and workers due to the lacking of leadership styles that engage and empower employees within the workplace in order to stimulate them and encourage them to give their best to the organization and drive their performance and productivity to the highest levels possible and eventually lead to decreasing and solving work conflicts.

Research Objectives

1. To identify the leadership traits which stimulate employees' performance.
2. To examine the relationship between the leadership traits and solving work conflicts.
3. To study the relationship between leadership traits and employees' empowerment.

Research Hypotheses

H1: There is a relationship between the leadership traits and employees' performance.

H2: Leaders' positive personality traits solve work conflicts.

H3: Leader's positive personality traits lead to employees' empowerment.

Theoretical Framework:

Types of Leaders

According to Gol (2017), in administration brain science works, there will be three spots on the Leadership scale that are charging, agreeable, and non-meddling (liberal). Commanding leadership style or directors are managing leaders (requesting) keeps the vast majority of the power under his energy. Leaders taking after such style make all the choices independent from anyone else. Furthermore, devotees must comply with the requests without addressing. Liberal leadership style (based on subordinate) are leaders who utilize this style, allocate the entire expert to the gathering under his energy and permit them act as indicated by their comprehension of the circumstance. Such leaders decide the objectives in any case, give all vital direction and afterward let the work force all alone to do the predefined occupations.

Referring to Liu (2016), humble leaders will give a vital outer condition reflection and perceive their own weaknesses, so they are all more eager to acknowledge the new learning and new thoughts from the worker voice conduct; in addition, they will effectively tap the qualities of others, can adequately improve the subordinate self-viability.

It is subsequently likely that unassuming leaders are seen as strangely affecting worker voice conduct. So the concentration of this study is to investigate the excitation instrument of worker voice conduct from the humble leadership conduct such an essential outside setting viewpoint.

The Big Five Personality Traits Model

Referring to Amir, et al., (2014), attributes or traits are the essential interpreters that influence group performance. The big personality traits model include agreeableness, conscientiousness, Extroversion, Openness to experience, Neuroticism, Suitability and Reliability.

All of the traits are positively associated with team performance but neuroticism has negative relationship. However, employee engagement directs the connection between group performance and personality. People carrying the trait of being extrovert are described as sociable, active,

spirited, warm, confident and enthusiastic. They could upgrade the performance of their group. They can undoubtedly pass on their thoughts to their colleagues and may have low group clashes. The Openness to experience trait is represented as the general population who are innovative and intellectual. Accordingly, the group members having this attribute follow new thoughts to discover approaches to resolve issues. So these individuals will also have low clash with colleagues.

Amir, et al., (2014), added that individuals with the attributes of agreeableness are adaptable, considerate, trustworthy, helpful, tolerant and kindhearted. The general population with high agreeableness tends to more effortlessly control their negative feelings. The worker who demonstrates the traits of conscientiousness is alert, mindful, arrangement full, dedicated, persisting and accomplishment oriented.

Most Common Leadership Styles

The classification of leadership in the field of business institutions and companies has been identified based on many social, economic and cultural frames. Numerous styles of leadership have been perceived based on every leader's singular attributes, manners and relations with followers. The most generally recognized are the transactional and the transformational kinds of leadership. Specifically, transformational leaders boost performance their followers to perform at a more elevated level by motivating them, challenging them, focusing on individual formative needs and thus driving subordinates to rise above their own particular self-benefit for a higher collective reason, mission or vision. However, a transactional leader adopts an objective oriented state of mind and embraces a formal method of prizes and punishments. They take part in a procedure of negotiation, offering followers compensation in return for the fulfillment of particular tasks. Transactional leadership is categorized by concentrating on particular goals and settled upon payment or promotion, which are thought to be very feasible, while transformational leadership means to advance subordinates' pride to work with a particular leader, which has been appeared to apply a great impact on the levels of profitability, fulfillment and viability (Girma, 2016).

Transformational Leadership Definition

Transformational leadership is the procedure that changes, transforms followers and concentrates on a person's emotions, values, ethics, requirements, and future objectives. The principle suggests that some leaders, via their personal traits and their connections with team members, do not only exceed a simple trade of assets and productivity but search for cultivating and empowering individuals to their maximum ability. These traits do not only affect followers individually or on a group level, but it is way of adjusting an entire organization and its culture. (Flemming & Flemming, 2017) According to Almandeel (2017), transformational leaders who display transformational/value-based practices support positive full of feeling reactions and empower adherents to change their convictions, qualities, intentions, and difficulties so as to raise their execution .Also, value-based leadership includes unexpected prizes (clears up fancied results), animation (adjusts issues when distinguished) and inactive administration. Unexpected prizes depend on the possibility that reward is the main thrust behind compelling execution. Leaders who rehearse dynamic administration by exception conduct constantly screen their representatives to turn away beneath standard execution. Positive affectivity qualities, for example, extraversion, appropriateness, and reliability identity qualities urge their leaders to be pleased and reliable.

Transformational Leadership Traits

Flemming & Flemming (2017), articulated that there are several factors that refer to transformational leaders including charisma or ideal guidance, which defines leaders who act as powerful examples whom followers are supposed to imitate. These leaders have very high benchmark of ethics, morals and values. They likewise furnish their followers with a distinctive vision and mission for their businesses and, thus, acquire a high level of regard and trust. The second variable is inspirational motivation. They also added that intellectual stimulation is the second component of transformational leadership combines the practice of the status quo assessment, creation of vision and arrangements of application. Yet, leaders urge followers to view issues from diverse points of view they that they can come up with innovative solutions.

This bond offers help and support for followers and keeps them from feeling disengaged. Intellectual stimulation is displayed as the leader encourages his team members to be more creative by searching for assumptions, reframing issues, and determine new plans to deal with

organizational challenges. The leader does not criticize other members' mistakes or different perspectives despite the fact that they vary from their leaders' thoughts.

Another factor is the individualized consideration where the transformational leader approaches followers with respect and encourages personal development by tutoring and cultivating their chances. He may use various procedures, for example, delegation to help followers fulfill their responsibilities and develop through individual difficulties in the organization.

Leadership within various Levels in the Organization

According to Nichols & Cottrell (2014), leadership is so important where leader traits' were considered in assigning group members' roles regardless considering what people expect their leaders to be. In other words, employees wanted to be put into consideration and have the free will to choose what ideal leaders they can deal with in order to increase their performance. In real life idealism doesn't exist but role model exists, and it's where leaders know when exactly when to pressure and when to relax in order to have balanced team members and to avoid rising conflicts. It is likewise vital to see how attribute/quality varies crosswise over various leaders. Numerous associations advance exclusively in view of past execution. Be that as it may, similarly as specific leaders fit better inside specific associations, a few leaders might be a superior fit for low-level administration positions while others might be more qualified for abnormal state positions Low- and abnormal state leaders contrast in an assortment of ways, including their conduct and the recognitions and desires of their subordinates. Thusly, leaders with accomplishment at one level-of-administration frequently don't get a similar accomplishment at another level. One explanation behind this disparity might be that representatives seek diverse characteristics in low-level leaders than in abnormal state leaders. Abnormal amounts of some identity attributes may encourage representative execution and fulfillment when controlled by low-level leaders, yet those same qualities may contrarily influence associations when held by abnormal state leaders, a thought steady with competency demonstrating.

According to Reb, Narayanan & Chaturvedi (2014), however, leadership happens at numerous levels in associations. It is at lower levels of an association that managers interpret of initiative capacities by being entrusted to guarantee that associations make an interpretation of arrangements into activities, accomplish their objectives, and finish their errands. To guarantee this, leadership authority gives guidance, support, inspiration, and criticism to representatives.

The Importance of Working as Teams rather than Individuals

According to Amir, et al., (2014), nowadays, with the continuously growing competition worldwide, the survival of an organization is an extremely challenging task in any business field. That is the reason behind the strive of businesses for getting the utmost out of their workers. Recently, it is seen that many organizations reproduced their work through the utilization of group. Due to the complexity of the modern business climate, that created a strong need for making use of job-fit teams for companies that want to gain a competitive advantage over their rivals.

Group performance is majorly more remarkable when compared with individual's performance. That is the reason nowadays associations are concentrating on utilizing groups as opposed to individuals to accomplish the most extreme output that is crucial for their survival.

How to Build High Performing Teams

In fact, not every team in a workplace is a high-performing team. There are ten characteristics accompanied with those teams including planning for goals and objectives, improving the interconnection among team members, growing, as well as sustaining positive relationships within members, resolving issues and make shared decisions regularly, effectively dealing with disagreements, facilitating creative meetings, leaders should clear up various missions for followers, functioning in a useful method and execute effective leadership and lastly, providing advanced opportunities for the members. In order for teams to perform productively, there are several variables needed other than individual potential and capability, but contain inspiration, transparency, accountability and enthusiasm.

Communication and trust are considered the most important for the effective building of high-performing teams but other building resources are also looked for like a shared vision, clear missions and duties, the will for collaboration, assistance and boosting positive leadership. High-

performing teams are described as members whose potentials are matching, and whose value is strengthened by constant team building that eases premium quality of work. Moreover, these teams also include diverse who are dedicated to achieve mutual outputs or results (Hakanen, Häkkinen & Soudunsaari, 2015). They assure that team dedication building process is a long process that is typically used to find who best suites each task. The dimensions of building a team are divided into four parts: goals, duties, management procedures and interactive relations. Teams should acquire the following benefits to be a high performing team including cooperative knowledge, diversity, synergy and learning from previous experiences (Hakanen, Häkkinen & Soudunsaari, 2015). It has been proven that the quick decision-making is one of the main intellectual characteristics for high performing groups which include the will to test all possible alternatives for problem solving along with allowing brainstorming and support. Particularly in the initial phases of team creation, the members must to spend a lot of time together to guarantee a mutual understanding. The leader's mission is to support dedication and self-confidence within the team and clarify the idea that if a teams should face both success and failure as team, not as individuals. There are two main factors affecting high performing team which are the management of information as well as emotions.

The Importance of Implementing the Concept of Employee Engagement

Kim & Park (2017), stated that employee work engagement is defined as the positive satisfying work-related emotional state that is categorized by strength, commitment, and interest. A considerable attention has been directed to employee work engagement because businesses want engaged employees who are active, committed, and absorbed in their work. Employee work engagement marks a positive involvement to the ultimate line of any organization and is boomed in services they provide to customers and clients. Particularly, employee work engagement leads to improved individual along with group performance. Additionally, engaged employees generate more customer delight and loyalty.

As a result, customers tend to buy more goods and services from a certain company and give recommendations for other prospective customers to the same company, which eventually aids to enhance the company's cost-effectiveness or profitability and therefore leads to a more maintained organizational environment. Engaged employees, indeed, are probably going to have a powerful

intent to share their work knowledge and to put a major effort into creative work organizational behavior. These behaviors ultimately and positively influence organizational sustainability. Employee work engagement has appeared to have an indirect effect on the relationships between organizational practical justice, information sharing, and creative organizational behavior. Knowledge sharing is known to have a vital means through which workers make positive assistances to information application and innovation between individuals and groups.

The Impact of Leadership on Work Team Empowerment and Engagement

According to Erkutlu & Chafra (2013), leadership has been proposed as one of the single greatest components adding to representative work engagement. Enabling leadership can play a natural furthermore, an extraneous motivational part to animate work engagement. Inherently, we propose that enabling leadership practices help representatives meet the fundamental requirement for self-determination or, then again control. By urging adherents to utilize self-rewards, encouraging devotee self-leadership, taking part in participative objective setting, and empowering collaboration and autonomous activity, engaging pioneers transmit energy to adherents and in doing as such ought to improve supporters' ability for self-assurance and adherents' sentiments of authority. Outwardly, the result of an elevated feeling of authority and self-assurance is improved inspiration for errand achievement. Through assignment, meeting, and support, this improved level of inspiration is joined with the ability to succeed and accomplish work-related objectives.

In this manner, we recommend that engaging leadership advances supporter work engagement through inherent and extraneous motivational procedures

Motivation within the Team Members

When employees are engaged in the group work, they are very motivated. Top Management Teams individuals cooperate to create the association's vital attitude, and afterward every individual from the top Management Team is given a particular part to play—actualizing the association's key heading in his or her utilitarian range. They likewise assemble associations with workers, affecting individual representative authoritative responsibility what's more, eventually the mutual level of duty over the association. Since the achievement of Top Management Teams is subject to each of its individuals, the organization of identity and initiative inside the Top Management Team is best caught through mean levels of these qualities. The broadness of task related practices that honesty

and passionate strength reflection clarify why these qualities are "all inclusive indicators" of singular level execution and are relied upon to identify with general authoritative capability.

These are vital indicators in all occupations including official employments. Since the employment of official incorporates both upgrading authoritative money related execution and building up a deliberated workforce, it is expected that morality and enthusiastic strength among officials will help them accomplish both of these objectives and are probably going to be identified with both hierarchical execution and aggregate hierarchical responsibility (Colbert, Barrick & Bradley, 2014).

The Cultural Differences effect on Teamwork

According to Jalal (2017), some noteworthy inquires about use a shared meaning of culture, which is "an arrangement of mores, values, dispositions, convictions, and implications that are shared by a gathering or association. It is significant since cultural forces choose and shape leader's decisions which could cause proper or unsuitable results. He confirms that a multicultural organization is also demonstrated as the shared values, beliefs, or insights accepted by gathering members inside an association to convey intending to the circumstances that they confront, which consequently influence the viewpoints and execution of the staff. Leadership inside this setting is illustrated as the routine of smooth effects to coordinate and deal with the actions of colleagues with respect to point accomplishment.

The leader adopts the aims, supplies required tools, and determines correspondence all through the execution stage then encourages and awards employees who carry out their jobs the correct way. He also assures that cultural diversity does not essentially have a destructive impact on group execution. Conflicts most of the time are not influenced by diversity but rather by the authoritative condition and how gathering members' answer to cultural types. Group cultures may take numerous distinctive methods to touch base at the same conclusion. Cultural diversity comes to be a significant variable for team success. Profitability and satisfaction are improved by collaboration and correspondence. Consequently, cultural diversity has progressed toward becoming into an invulnerability component of hierarchical execution in various areas of the globe. Cultural

diversity can allow all factors for a productive synthesis of diverse venture administration performs and enhance group works.

Transformational Leaders and Culture

Referring to Flemming & Flemming (2017), transformational leaders are the most suitable type of leadership when it comes to working in teams. Transformational leaders are supposed to represent a good example for their followers and push them through team positive energy, challenge and develop their personal knowledge and work skills. In reality, transformational leaders tend to be more productive in supporting organizations' objectives with their expected performances, when contrasted with transactional leaders whose effects are influenced by contract terms with their followers. Transformational leadership is majorly interconnected with organizational culture. Leaders need to possess a clear image of the different types of the organization's cultures if they intend to successfully connect and plan for a strong organizational vision on the long term. Transformational leaders can shape as well as sustain the outline of an organization's culture which can ease the effectiveness in the private sector businesses. With aligning the role of transformational leadership in positively changing organizations, the culture has appeared to have a prevailing effect on the future efficacy of organizations. An organization's culture can vitally affect the organization's leadership and can facilitate the way towards attaining organizational objectives which means that a promising practical organizational culture enables the leaders to deal with the struggles more successfully and concentrate on their key primary goals.

The Research Methodology

The researchers are going to use the quantitative approach to quantify the problem through generating numerical data or data that can be transformed into usable statistics by using questionnaires. A questionnaire was designed and directed to employees in different age groups from various departments in Bank Misr in different branches in order to get different perspectives in terms of the extent to which their performance is affected by their leaders' personality traits.

The research was conducted using a probability sampling as it utilizes some form of random selection included 200 questionnaires distributed among employees in different age groups from various departments and branches of Bank Misr in Cairo and Giza. The questionnaire found place in different branches to pick up information on the effect of the best leadership style that stimulates

employees' performance and productivity within the banking sector in Egypt. Our responses were 169; 19 questionnaires were excluded for in-validity; 150 questionnaires were valid with response rate of 75%, which is statistically acceptable for analysis.

Data obtained was analyzed by using Statistical Package for Social Sciences (SPSS). Frequencies and percentages were made for all the questions, a combination of different techniques were used including descriptive statistics, Cronbach Alpha test, the Kruskal Wallis and the correlation. The Cronbach Alpha was used to measure the reliability of each question. Moreover, the kruskal Wallis was used to identify if there is a relationship between the dependent and independent variables in each hypothesis. The researchers used the p-value as the main figure to test the relationship between the dependent and independent variables. The P value is used as alternative to rejection point to provide the smallest level of significance at which the null hypothesis will be rejected. The P value is less than 0.05 then there is a significant relationship between the two variables where the hypothesis are going to be tested and analyzed to be able to accept or reject each hypothesis.

Demographics of sample units:

	Frequency	Percentage	Total
Gender • **Male** • **Female**	79 71	52.7% 47.3%	150
Age • **20-29 years old** • **30-39 years old** • **40-49 years old** • **50 and above** Mean Age=5,122 years old	64 44 26 16	42.7% 29.3% 17.3% 10.7%	150
Income • **Less than 3000 L.E** • **3000 L.E to less than 6000 L.E** • **6000 L.E to less than 10,000 L.E** • **10,000 L.E and more** Mean Income=1,945,000 L.E	27 45 29 49	18% 30% 19.3% 32.7%	150

The previous table shows that the data was collected from both genders, 52.7% are males and 47.3% are females. Most of the employees asked are from 20-29 years old representing 42.7%. The table shows that 32.7% of employees' monthly income was from 10,000 L.E. and more.

Analysis and Testing Hypotheses:

Testing Hypothesis 1:

H1: There is a relationship between the leadership traits and employees' performance.

The level of agreement on the leadership traits

Statements	(5)	(4)	(3)	(2)	(1)	total	Mean
1. My manager is a kind person.	44 29.3%	71 47.3%	19 12.7%	12 8%	4 2.7%	150	3.93
2. My manager is cooperative and understanding.	27 18%	84 56%	23 15.3%	13 8.7%	3 2%	150	3.79
3. My manager adapts to organizational change (ex: apply new systems)	28 18.7%	66 44%	34 22.7%	19 12.7%	3 2%	150	3.65
4. My manager accepts new challenges	43 28.7%	52 34.7%	38 25.3%	14 9.3%	3 2%	150	3.79
5. My manager can handle stress	27 18%	64 42.7%	36 24%	19 12.7%	4 2.7%	150	3.61
6. My manager is charismatic	37 24.7%	63 42%	26 17.3%	17 11.3%	7 4.7%	150	3.71
7. My manager is sociable	33 22%	66 44%	25 16.7%	21 14%	5 3.3%	150	3.67
8. My manager is fair	30 20%	64 42.7%	39 26%	12 8%	5 3.3%	150	3.68
9. My manager is trustworthy	37 24.7%	62 41.3%	34 22.7%	13 8.7%	4 2.7%	150	3.77
10. My manager is reliable	40 26.7%	75 50%	23 15.3%	9 6%	3 2%	150	3.93

Hint: Likert scale (1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree)

The table shows that the influence of the managers' positive traits on the teamwork performance such as the managers' kindness, reliability, trustworthiness and their ability to accept new challenges representing the highest mean 3.93, 3.93, 3.77 and 3.79 by order.

Reliability test for the leader's personality

Cronbach's Alpha	No. of Items
.854	10

The Cronbach's Alpha in the previous table equals 0.854, which means that the statements are reliable to measure the agreement level of leadership traits.

The level of agreement on employees' performance

Statements	(5)	(4)	(3)	(2)	(1)	Total	Mean
1. I know how to work within a team efficiently.	40 26.7%	91 60.7%	13 8.7%	3 2%	3 2%	150	4.08
2. I offer assistance whenever needed.	48 32%	79 52.7%	19 12.7%	2 1.3%	2 1.3%	150	4.13
3. I listen to my team members' ideas and objections.	49 32.7%	65 43.3%	29 19.3%	6 4%	1 0.7%	150	4.03
4. I tend to share creative ideas with my team members and managers.	46 30%	60 40%	30 20%	12 8%	2 1.3%	150	3.91
5. I stay overtime to help out my team members accomplish a certain task.	30 20%	56 37.3%	43 28.7%	18 12%	3 2%	150	3.61
6. I am committed and dedicated to Bank Misr.	38 25.3%	75 50%	21 14%	13 8.7%	3 2%	150	3.88
7. I always meet deadlines.	50 33.3%	57 38%	34 22.7%	4 2.7%	5 3.3%	150	3.95

Hint: Likert scale (1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree)

The previous table shows the level of agreement on the overall employees' performance; the highest mean among the previous statements were 4.08, 4.13, 3.95 representing the ability to work within a team effectively, being cooperative with team members, and meeting deadlines.

Reliability test for the employees' performance

Cronbach's Alpha	No. of Items
.780	7

The Cronbach Alpha in the previous table equals 0.780, which means that the statements are reliable to measure the employees' performance.

Testing the relationship between leader's personality traits and employees' performance

	employees' performance
Chi-Square	34.025
Df	4
P-Value	.000

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In the previous table, since the p-value equals Zero which is less than 0.05 then there's a relationship between leader's personality traits and teamwork performance.

Relationship between leader's personality traits and teamwork performance

		employees' performance
Leader's personality traits	Spearman's rho	.528
	Sig. (2-tailed)	.000
	N	150

There is a moderate positive relationship between leader's personality traits and employees' performance as the Spearman's rho value is 0.528.

Employees showed an agreeableness on the leader's positive personality traits and elaborated more that they are able to show higher performance due to the leader's positive personality traits.

When tested the relationship between them it was found a positive moderate relationship therefore **H1 is accepted**. (*Noticed that in the exploratory research* which the researchers conducted with just very few employees of the bank, the participants mentioned that not many managers are embracing these positive traits)

Researchers' Comment

We believe that in the exploratory research, participants feel more at ease and they are asked few questions through a friendly interview and they did not have to fill a form or state their opinions in writing as they do in the questionnaire forms. That's why they become more frank and not sensitive.

Testing Hypothesis 2:
H2: Leaders' positive personality traits solve work conflicts.

Existence of work conflicts

Statements	(5)	(4)	(3)	(2)	(1)	Total	Mean
1. **My manager shows favoritism to other employees.**	26 17.3%	51 34%	25 16.7%	40 26.7%	8 5.3%	150	3.31

		(5)	(4)	(3)	(2)	(1)	Total	Mean
2.	Employees tend to gossip about fellow employees to the manager.	26 17.3%	55 36.7%	30 20%	31 20.7%	8 5.3%	150	3.4
3.	Employees tend to take excessive breaks during work.	24 16%	54 36%	32 21.3%	31 20.7%	9 6%	150	3.35
4.	Employees use printing papers for personal use.	20 13.3%	53 35.3%	29 19.3%	32 21.3%	16 10.7%	150	3.19
5.	Employees use the Bank's landline for personal use	28 18.7%	56 37.3%	24 16%	31 20.7%	11 7.3%	150	3.39
6.	Working in Bank Misr makes procedures take time to get the job done.	20 13.3%	50 33.3%	40 26.7%	31 20.7%	9 6%	150	3.27

Hint: Likert scale (1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree)

Employees agree that there are work conflicts in the workplace such as gossiping about fellow employees, using the landlines for personal use, and procedures in Bank Misr take a long time to be done, representing the highest means 3.4, 3.39 &3.4 respectively.

Leader's traits during work conflicts:

Statements		(5)	(4)	(3)	(2)	(1)	Total	Mean
1.	During conflicts, my manager is patient to understand the problem and solve it.	35 23.3%	87 58%	14 9.3%	13 8.7	1 7%	150	3.95
2.	My manager knows how to communicate with his team members in case of conflicts.	32 21.3%	80 53.3%	20 13.3%	16 10.7%	2 1.3%	150	3.83
3.	My manager's charisma helps in solving work problems.	33 22%	68 45.3%	31 20.7%	13 8.7%	5 3.3%	150	3.74

Hint: Likert scale (1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree)

The previous table shows how the positive traits of managers' can solve conflicts; the highest mean among the previous statements was 3.95 representing the managers' patience to listen and understand the problem and to be able to solve it. They also agree that their manager know how to communicate with his team members in case of conflicts that his charisma helps on solving problems at work.

Reliability test for the level of agreement about work conflicts

Cronbach's Alpha	No. of Items
.725	6

The Cronbach's Alpha in the previous table equals 0.725 which means that the statements are reliable to measure the level of agreement about work conflicts.

Testing the relationship between leaders' positive personality traits and solving work conflicts.

	Work conflicts
Chi-Square	16.267
Df	4
P-Value	0.03

In the previous table, since the P-value equals 0.03 which is less than 0.05 then there's a relationship between reliability of leaders' positive personality traits and solving work conflicts.

Relationship between leader's positive personality traits and work conflicts

		Work conflicts
Leader's personality traits	Spearman's rho	-.300
	Sig. (2-tailed)	.000
	N	150

There's a weak negative relationship between leader's positive personality traits and work conflicts. In other words, as long as the leader's personality is good the work conflicts decreases as the Spearman's rho value is -0.300.

Employees showed an agreeableness on the existing on conflicts at work and less conflicts occurred based on the leader's positive personality traits.

When tested the relationship between them it was found a negative weak relationship therefore **H2 is accepted**. (*When participants were asked in the exploratory research* about how employees deal when experiencing work conflicts, they said that they listen to the manager and try not to argue and do whatever they are told to do.)

Researchers' Comment

As mentioned before, we believe that in the exploratory research, participants feel more at ease during an interview and that is why they tend more to say the truth.

Testing Hypothesis 3:

H3: Leader's positive personality traits lead to employees' empowerment.

The level of agreement on employees' empowerment

Statements	(5)	(4)	(3)	(2)	(1)	Total	Mean
1. I am always ready and flexible to accept new tasks	58 38.7%	80 53.3%	8 5.3%	4 2.7%	0 0	150	4.28
2. My manager trusts me.	50 33.3%	67 44.7%	25 16.7%	4 2.7%	4 2.7%	150	4.03
3. I am authorized to take some decisions at work on my own.	37 24.7%	60 40%	34 22.7%	16 10.7%	3 2%	150	3.75
4. I am always supported and encouraged by my manager.	36 24%	70 46.7%	28 18.7%	12 8%	4 2.7%	150	3.81
5. I tend to share my opinion in minor and major decisions.	38 25.3%	65 43.3%	34 22.7%	11 7.3%	2 1.3%	150	3.84

Hint: Likert scale (1=Strongly disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree)

The previous table shows the level of agreement on employees' empowerment. Employees agreed that they feel empowered at their work place. They strongly agree that they are always ready and flexible to accept new tasks with mean 4.28

Reliability test for employee empowerment

Cronbach's Alpha	No. of Items
.708	5

The Cronbach's Alpha in the previous table equals 0.708 which means that the statements are reliable to test employee empowerment by their managers in Bank Misr.

Testing the relationship between managers' positive personality traits and employees' empowerment

	Employee Empowerment
Chi-Square	29.496
Df	4
P-Value	.000

In the previous table since the P-value equals zero that is less than 0.05, there is a relationship between managers' positive personality traits and employees' empowerment

Relationship between managers' positive personality traits and employees' empowerment

		Employee Empowerment
Leader's positive personality traits	Spearman's rho	.493
	Sig. (2-tailed)	.000
	N	150

There is a moderate positive relationship between managers' positive personality traits and employees' empowerment as the Spearman's rho value is 0.493.

Employees showed an agreeableness on the leader's positive personality traits and elaborated that they are more empowered and tend to share their opinions based on the leader's positive personality traits. When tested the relationship between them it was found a positive moderate relationship therefore **H3 is accepted**. (*When participants were asked in the exploratory research about if they are participating in decision making or in bank's plans and procedures, they clarified*

that they do not participate in work, plans, or policies outside their jurisdictions and also added that this is due to the fact that some of them are junior employees and have just completed their 1st year in the bank and others are not experienced enough to be involved.

They said, only those (they are few) who have been working for several years at the bank and are experienced, get involved in sharing their opinions, make recommendations and be part of the decision making. From their perspective, work engagement surely has positive effect on the overall performance as it gives the manager a better understanding of the current situation and helps the manager take less risky decisions.)

Researchers' Comment

As mentioned previously, researchers noticed that there has been some differences in participants answers comparing the exploratory research with the field study. The researchers think that this minor mismatching between their answers in the exploratory research and in the field study, found place due to the different nature of both researches; as in the exploratory research, participants are addressed orally with few questions (no filling forms or questionnaires) and this makes them feel more at ease, while in the field study they are asked to fill a questionnaire form. Taking into consideration that the bank is a public government bank, employees don't behave 100% at ease when asked to express their opinions in writing (although it was anonymous). They are worried of their managers' reactions if they say honestly what they think of them.

Conclusion:

The research conducted approved the importance of the leadership personality traits on employees' performance and of course productivity. *The first hypothesis* was testing the relationship between leader's personality traits on employees' performance. This hypothesis was accepted as more than half of the employees agreed that the positive leaders' personality traits permits them to share their opinions with their bosses and feel they are an important part of the organizational entity and definitely this will increase their performance level and encourage them to work more effectively. *The second hypothesis* proved that positive leadership traits contributes effectively in solving work conflicts. This hypothesis was accepted and it was proven that there is negative relationship between leader's positive personality traits and work conflicts. In other words, if a leader has positive personality traits, the amount of work conflicts will decline.

The more leaders acquire the following traits including patience, charisma, good communication skills, kindness, fairness, trustworthiness, reliability and the ability to deal with stress, the more work conflicts would be handled better. *The third and final hypothesis* states that managers' positive personality traits affect employees' empowerment, where the manager's positive traits such as kindness, fairness and being cooperative, understanding and trustworthy affects how the employees respond in decision making and share their opinions freely and confidently. This has a direct and strong positive influence on employees' performance and productivity within the organization.

It was obvious through the pilot study and the field research results that employees and workers would reach their maximum abilities and would turn away beneath their standard execution of performance and productivity and conflicts within the workplace would decrease, if they were working under the supervision of inspiring transformational leaders. **These leaders are the ones who give considerable high attention to employee work engagement and empowerment, which marks a positive involvement to the ultimate line of any organization and definitely decreases work conflicts and increases employees' performance and productivity.** Additionally, empowered and engaged employees generate more customer delight and loyalty. If we take a close look at the results of testing hypotheses, we will realize that all three Hypotheses are accepted:

H1: There is a relationship between the leadership traits and employees' performance.
H2: Leaders' positive personality traits solve work conflicts.
H3: Leader's positive personality traits lead to employees' empowerment.

The three hypotheses are interrelated, as positive leadership traits lead to employees empowerment which leads to high performance and decreases work conflicts.

The field research results pinpointed what the participants believed in, which is work engagement surely has a positive effect on the overall performance as it gives them a better understanding of the current situation and helps them to take less risky decisions and decreases work conflicts.

Researchers' Comment

Researchers believe that many managers still don't practice employees' empowerment and they don't realize the very important relationship between their personality traits and solving work conflicts and increasing employees performance and productivity.

The second hypothesis **proved that positive leadership traits contributes effectively in solving work conflicts. This hypothesis was accepted and it was proven that there is negative relationship between leader's positive personality traits and work conflicts. In other words, if a leader has positive personality traits, the amount of work conflicts will decline and performance will increase.**

The more leaders acquire the following traits including patience, charisma, good communication skills, kindness, fairness, trustworthiness, reliability and the ability to deal with stress, the more work conflicts would be handled better and higher performance will find place.

Recommendations:

- Successful leaders encourage others to express their opinions. Successful leaders know how to make others feel safe to speak-up and confidently share their perspectives and points of view. They use their executive presence to create an approachable environment.

- Leaders should allow employees to take decisions in situations of their jurisdiction in order to motivate and support them. To increase employee empowerment, leaders must exchange trust, flexibility to accept new challenges, and sharing of opinions and information. Empowered employees will speed up the work mechanism as they will not have to take the permission each time to get a task done unless it is something major that requires so.
As a result, the overall teamwork performance will eventually improve which will reflect on the overall organizational success.

- Real leaders are expert decision makers. They either facilitate the dialogue to empower their colleagues and sub-ordinates to reach a strategic conclusion or they do it themselves. They

focus on "making things happen" at all times. These leaders master the art of politics and thus don't waste their time on issues that disrupt momentum.

- Successful leaders are great communicators, and this is especially true when it comes to "performance expectations." In doing so, they remind their colleagues and sub-ordinates of the organization's core values and mission statement – ensuring that their vision is properly translated, and actionable objectives are properly executed.

- Leading by example sounds easy, but few leaders are practicing that. Successful leaders practice what they preach and are mindful of their actions. They know everyone is watching them and therefore are incredibly intuitive about detecting those who are observing their every move, waiting to detect a performance shortfall.

- Leaders should enforce life work balance for their employees and should realize that the private life of employees is important.

- The HR department should include the international managerial trends and leadership standards in their plans and policies. Additionally, the department should plan up-to-date training programs following the global training techniques to align with the international advancements the latest of employee-manager relationships to be able to attain a competitive advantage locally and globally.

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