

LEADERSHIP APPROACHES, STYLES ROLES IN ISLAMIC BANKS

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Abstract—This research aims to identify the dominant leadership approaches, styles, and roles in Islamic banks in Yemen. The study based on primary data and it is a convenience sample. The population of the study comprises of 250 respondents. A sample of Islamic banks in Yemen comprises 250 respondents. Convenience sampling method was used to collect the data of the present study. This method is commonly used by previous research as the population of the study is large and is difficult to cover. This study concludes that the average value of both transformational and servant leadership score is about 2 which indicates that the respondents in average agree with the statements of these two approaches, further this value is higher than transactional leadership. The average value of leadership roles score is about 3 which indicates that the respondents in average agree with the statements of leadership roles, further this value is higher than leadership styles.

Keywords—Audit Experience, Economic, Islamic Banks, Leadership Approaches, Styles Roles, Sustainable Development.

INTRODUCTION

There are various viewpoints on leadership concept. These expectations are based on different factors such as power, motivation and inspiration that enable others to understand their ability, led by example, self-sufficiency and make a difference. Leadership is a mechanism by which an individual controls other to attain a goal. It leads the company more coherently and coherently. A chief is the one who influences team practise to accomplish the goals and the goals (Stogdill & Coons, 1957). The leader has an effect on team behaviour and decisions (Katz & Kahn, 1978). The chief has made the team willingly acknowledge his power (Graham, 1988) and he carries forth the vision to be achieved by the whole team (Nadler, D.A and M.L. Tushanan, 1990). Leaders apply their leadership qualities such as principles, morals, integrity, character, experience and expertise to this process. The positioning of yourself as a boss or manager grants you the right to perform those roles and purposes in the company. Leadership varies because it makes backers strive to reach high goals, rather than merely boss people around them (Donclark, 2010). Strong leaders will inspire their fans. They have a tremendous influence on the accomplishment of tennis efficiency corporate objectives (Liberson and O'Conar, 1972).

The leader is a follower (Druker, 1996). The leader should control his followers' strength (Maxwell). This conceptualization extends beyond the role the leader plays and affects others. Indirectly, it takes account of the character of a leader and there is no capacity to control without retaining dignity and trustworthiness. Leadership is the role of listening, a vision that is well articulated, creating morale amongst peers and taking meaningful action to understand one's own leadership ability (Bennis). This perspective centred more on the leader's individual abilities. Leadership based on action encourages people through leaders' own passion, dedication and the opportunity to encourage others. Different approaches to successful leadership aim to combine mission, organisation and person interlocking principles. The leader must be characteristic and intimate (Adair, 1998). The leader must have honesty, integrity and spiritual value.

The effectiveness of leadership in the company depends on people's views of the "leadership state." Successful leadership builds faith in supporters who are active in the work and organisation. Such leadership brings in cultural improvements and maintains that all adjustments take place from an equitable and constructive angle. Different elements therefore play

essential leadership positions. Four main leadership factors are presented below {U.S. Military Leadership, 1983}. This study aims to identify the dominant leadership approaches, styles, and roles in Islamic banks in Yemen.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The concept of Transformational Leadership was developed from research on political leaders. Burns (1978) in his seminal book "Leadership" described Transformational Leadership as a process "when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality." Burns (1978) noted that the result of Transformational Leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspirations of both leader and the led and therefore has a transforming effect on both. Bass (1985, 1990), his colleague Avolio (1999) independently and together (Bass & Avolio, 1993, 1994) refined and expanded the model suggested by Burns (1978). Bass (1985) conceptualized Transformational Leadership as having four dimensions: Idealized Influence by providing vision and sense of mission, instilling pride, gaining respect and trust, and serving as charismatic role model; Inspirational Motivation by communicating high expectations, using symbols to focus efforts and expressing important purposes in simple ways; Intellectual Stimulation by stimulating follower creativity by questioning assumptions and challenging status and Individualized Consideration by giving personal attention, treating each employee individually, coaching and advising.

Bass (1985) defined Transactional Leadership (TRL) behaviors as those that were aimed at monitoring and controlling employees through rational and economic means. Antonakis, Avolio & Sivasubramaniam (2003) & Amgad et al., (2020) were of the opinion that Transactional Leadership behaviors represented an exchange process based on fulfilment of contractual obligations and were typically represented as setting objectives and monitoring and controlling outcomes. (Sheard and Kakabadse 2007; Amgad et al., 2019) seeks to summarize the key influences of a role-based perspective on leadership when making decisions as to how organizational resources can best be deployed. The methodology adopted is qualitative, focusing on application of previously developed frameworks. They concluded that adoption of an appropriate leadership role, and the timely switch from one role to another as circumstances change, are found to facilitate improvement in the ability of executives to mobilize organizational resources, and in so doing effectively address those challenges with which the organization is faced (Park 1996; Alshaketheep et al., 2020; Khaled, 2020; Amgad et al., 2021) investigated the relationship between gender role and decision style. Using three validated questionnaires with 90 participants, attempts to test the relationship between gender role, decision style and leadership style. Reveals from the results strong support for the proposed relationships: masculinity/ directive/ analytical/ task-oriented styles and femininity/ conceptual/ behavioral/ relations-oriented styles. Suggest that instead of relying on a single measure, a combination of different measures may result in higher reliability and predictability. Concluded that the development of effective human resources training and management programs requires further exploration of the relationship between gender role, decision style and leadership style.

RESEARCH METHODOLOGY

This research aims to identify the dominant leadership approaches, styles, and roles in Islamic banks in Yemen. The study based on primary data and it is a convenience sample. The population of the study comprises of 250 respondents. A sample of Islamic banks in Yemen comprises 250 respondents. Convenience sampling method was used to collect the data of the present study. This method is commonly used by previous research as the population of the study is large and is difficult to cover.

Respondent profile

Table 1 Shows that 185 of the respondents are male which means that 74% of the respondents were male and 65 of the respondents were female which 26% of the respondents. So, a quarter of the respondents were female which means there is no equality in the gender between male and female. Table and figure 5.4 show that 67.6% of the respondents (169 respondents) were from junior level of management, followed by about 28% of respondents (70 respondents) from middle level of management. However, 4.4% of respondents were from senior level of management. Table and figure 5.5 show that 101 respondents were from Islamic banks which is about 40.4%, and the other 149 respondents come from conventional banks with Islamic window which is about 59.6%.

Table 1: Respondent profile

Demographic variables		Frequency	Percent
Gender	Male	185	74
	Female	65	26
	Total	250	100
Designation	Junior level	169	67.6
	Middle level	70	28
	Senior level	11	4.4
	Total	250	100
Type of the bank	Islamic	101	40.4
	Conventional with	149	59.6
	Islamic window		
	Total	250	100

DATA ANALYSIS AND DISCUSSION

Mean score of leadership approaches

This table shows that the average value of both transformational and servant leadership score is about 2 which indicates that the respondents in average agree with the statements of these two approaches, further this value is higher than transactional leadership. The average value of transactional leadership is about 3 which means that the respondents give neutral score for the statements of this variable. The results found that both transformational and servant leadership have higher mean values (4 = Agree) than transactional leadership average value (3 = neutral).

Table 2. leadership approaches

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational leadership	250	1.0	5.0	3.593	1.0121
Transactional leadership	250	1.0	5.0	3.371	.7639
Servant leadership	250	1.0	5.0	3.600	.8536
Valid N (listwise)	250				

Mean Score of Leadership styles and Leadership roles

This table shows that the average value of leadership roles score is about 3 which indicates that the respondents in average agree with the statements of leadership roles, further this value is higher than leadership styles. The average value of leadership styles is about 3 which means that the respondents give neutral score for the statements of this variable. The results found that leadership roles have higher mean values (4 = Agree) than leadership styles average value (3 = neutral)

Table 3. Leadership styles and Leadership roles

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership styles	250	1.0	5.0	3.212	.6615
Leadership roles	250	1.0	5.0	3.568	.8901
Valid N (listwise)	250				

CONCLUSION

This study concludes that the average value of both transformational and servant leadership score is about 2 which indicates that the respondents in average agree with the statements of these two approaches, further this value is higher than transactional leadership. The average value of transactional leadership is about 3 which means that the respondents give neutral score for the statements of this variable. The results found that both transformational and servant leadership have higher mean values (4 = Agree) than transactional leadership average value (3 = neutral). The average value of leadership roles score is about 3 which indicates that the respondents in average agree with the statements of leadership roles, further this value is higher than leadership styles. The average value of leadership styles is about 3 which means that the respondents give neutral score for the statements of this variable. Females were more concerned about the Islamic leadership principles but gender was not having any impact on the Islamic leadership principle. Age of the employees and bank were also impacting the Islamic Leadership principles

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