

Impact of Organisational Culture And Leadership On Employee Engagement In Libyan Banking Sector:

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Abstract: The Concept Of Organizational Culture Has Been A Subject Of Growing Interest Among Many Scholars Owing To Its Impact In Promoting Engagement And Organisational Performance. Yet It Still Lacks Sufficient Application In The Arab World Where Sociocultural Dynamics Based On Islam Tend To Be Unique In Comparison To The Western World. In Libya, This Has Been Further Complicated By The Ongoing Instability And Volatile Political Climate That Followed The Fall Of Gadhafi Regime. This Proof-Of-Concept Study Considered Employee And Managerial Perceptions On The Organisational Culture Promoting Engagement In Four Libyan Banks. Specifically, It Discusses The Disparities Between Employee And Managerial Assessment Of The Key Constraints To Engagement And Organisational Culture At The Workplace. The Study Identifies Eleven Areas Of Interest For The Libyan Banks That Are Of Concern Including Cooperation, Corruption, Experience, Health, Leadership, Motivation, Nepotism, Teamwork, Technology, Training, And Trust. The Findings Will Be Used To Formulate New Theory, Determine Key Research Themes, And Refine The Research Agenda For An Extended Study.

Key Words: *Employee Engagement ,Organisational Culture, Technology , Leadership ,Motivation.*

I. INTRODUCTION

The libyan banking sector is currently facing huge challenges following the political chaos that ensued after the overthrow of col. muammar gadhafi's regime in 2011. because libyan banking institutions are government controlled, instability in political leadership is likely to lead to greater destabilisation in the way they operate. thus managers and chief executives need to adopt measures and practices that can get the best out of their subordinates in light of the prevailing circumstances. such measures should take into consideration the relationship between employees themselves as well as their relationship with the external environment and circumstances in which they operate. since the banking sector in libya is not as advanced as that of many developed countries, any efforts to leverage engagement of staff in establishing a successful organisation culture is of particular importance (el-katiri, 2012).Organisational Culture Is A Vital Element In Determining How Well New Employees Integrate Into Their Corporate Environments Which In Turn Governs Their Wellbeing And That Of Their Organizations (Nazir, 2005; Silverthorne, 2004). The Concept Of Organisational Culture Has Been Defined In Many Ways By Different Scholars. According To Hellriegel Et Al. (2004), Organisational Culture Is "A Pattern Of Shared Values And Assumptions That Guide The Activities Of A Society, Including Use Of Language, Symbols, Narratives And Ceremonies." Rowe Et Al. (1994) Propose That Organisational Culture Is "An Amalgam Of Communal Beliefs, Attitudes, Values, Norms, Assumptions, And Expectations Of The People Within The Organisation". On The Other Hand, Deal & Kennedy (1982) Define It As "An Integrated Pattern Of Human Behaviour That Includes Thought, Speech, Action And Artefacts And Depends On Man's Capacity For Learning And Transmitting Knowledge To Succeeding Generations"(Deal & Kennedy, 1982). However, A Widely Used Definition Of Organisational Culture Is That Advanced By Schein (1984) (Schein, 1984) Which Defines It As "A Pattern Of Shared Basic Assumptions That The Group Learned As It Solved Its Problems Of External Adaptation And Internal Integration, That Has Worked Well Enough To Be Considered Valid And Therefore, To Be Taught To New Members As The Correct Way To Perceive, Think, And Feel In Relation To Those Problems." Schein's Definition Draws Attention To Two Fundamental Hurdles That A Social Unit Must Overcome As Times Goes On: Firstly, It Must Be Able To Adapt To Changing Conditions Outside Itself And, Secondly, It Must Integrate Newcomers Into The Unit To Maintain It As A Functioning Entity. Thus, According To Schein, Overcoming These Twin Challenges, One External And The Other, Internal, Is What Gives Rise To Organisational Culture Through Communal Learning And The Establishment Of A Distinct Set Of Values, Practices, And Beliefs (Schein, 1984). Other Definitions Of Organisational Culture Have Been Advanced By Hofstede (Hofs-

tede, 1980, 1984, 1991) Who Suggests That It Is “A Set Of Shared Values, Beliefs, Assumptions And Practices That Shape And Guide Members’ Attitudes And Behaviour In The Organisation”. Organisational Culture Is Critical To Organisational Success, And Effective Leadership Provides An Important Means By Which The Culture Can Be Created, Managed, And Sustained (Jamal Mohamed Twati, 2006; Jamal Mohamed Twati & Gammack, 2006). Understanding The Organisation’s Culture Is A Crucial Aspect Of A Manager’s Role Within An Organisation, Since It Affects Strategic Development, Productivity And Learning At All Levels Of Management (Schneider, 2000). There Is Common Agreement Among Scholars That The Nature And Type Of Culture Within An Organisation Strongly Affects Employee Engagement And Therefore Organisational Productivity (Denison, 1990; Wilkins & Ouchi, 1983). An Organisation’s Culture Acts As A Moderating Factor In The Adoption Of New Systems And Technologies At The Workplace (Abdul Rashid, Sambasivan, & Abdul Rahman, 2004; Fey & Denison, 2003). Studies To Measure Employee Engagement May Sometimes Produce Conflicting Results Depending On The Model Around Which Designs Of Such Studies Are Based. Measuring Employee Engagement Must Therefore Take Into Account A Number Of Variables, Both External And Internal, Including Those Related To National And Organisational Culture. There are A Number Of Models Proposed By Various Scholars That Can Be Used To Evaluate Organisational Culture But The Most Popular Ones Are Those That Have Been Developed By Schein (Schein, 1985) And Denison (Denison & Mishra, 1995). The Schein Model (1985) Is Based On Three Traits Of Organisational Culture Which Are Artefacts, Espoused Values And Shared Tacit Assumptions. Schein Argues That To Understand The Culture Of Organisations, These Traits Need To Be Evaluated (Schein, 1985). However This Model Was Later Amended By Denison (1995) (Denison & Mishra, 1995) Who Developed The Concept In His Own Four-Trait Model That Expanded On Schein’s (1985) “Espoused Values” Traits (Denison & Mishra, 1995). Denison’s Model Provides A Link Between Management Of An Organization And How It Performs In Turn. It Examines The Various Determinants Of Organizational Effectiveness, Implying That It Is Best Suited For Evaluating The Impact Of Organizational Culture On The Effectiveness Of A Business. The Model Is Based On The “Three Levels Model” Of Schein (1985) But Only Focuses Mainly On The Second Level Which Concerns “Espouse Values” Of An Organisation. Thus Denison Suggests That The Performance And Effectiveness Of An Organisation Is Dependent On Four Cultural Traits, Namely: Adaptability, Mission, Consistency And Involvement, And Therefore Any Assessment Of The Effect Of Organisational Culture On Organisational Performance Needs To Be Able To Measure These Traits (Denison Consulting, 2015). These Traits Ensure That The Organisation Is Stable, Yet Flexible Enough To Adapt To Its Environment; Is Internally Coherent, Yet Externally Relevant (Denison Consulting, 2015). This Model Is Useful In Exploring Employee Engagement In Relation To The Culture Within The Banking Sector. Libya’s Culture Is Traditional Characterised By High Contact Between Members Of Same Gender But With Minimal Interaction Between Opposite Sexes And Cultural Values Are Deeply Rooted In The Religion Of Islam (Samovar & Porter, 2004). Additionally, Libyan Organisations Have Been Characterised According To Hofstede’s Model As Having Hierarchies With Top-Down Autocratic Management Approaches As Being Less Individualistic But More Team-Oriented, Being Neither Feminine Nor Masculine, Having A Rigid And Inflexible In Relation To Change, Being Non-Pragmatic And Short Term Oriented, And Having An Indulgent Culture (Crawley, Swailes, & Walsh, 2013; Hofstede, 2015; Lockwood, Winslow, & Rambach, 2013).

Macey And Schneider (2008) (Macey & Schneider, 2008) Observe That Employee Engagement Is A Combination Of Both Employee Attitudes And Behaviour, Stating That It Is “A Desirable Condition, Has An Organisational Purpose, And Connotes Involvement, Commitment, Passion, Enthusiasm, Focused Effort, And Energy.” This Concept Has Been A Subject Of Growing Interest Among Various Scholars For Instance, Robertson-Smith & Markwick (2009) (G. Robertson-Smith & Markwick, 2009) Have Shown That Engagement Is Different From Other Concepts Such Job Satisfaction, Organisational Commitment, Job Involvement, Organisational Citizenship Behaviour And Motivation. They Noted That “Despite Engagement Showing Many Shared Characteristics With Existing Concepts, There Are Distinct Elements That Make The Concept Unique” (G. Robertson-Smith & Markwick, 2009). In General Employee Engagement Is Recognised To Have Significant Impact In Promoting Organisational Performance Leading To Improved Profitability And Growth, Especially During Period Of Economic Turmoil (Wyatt, 2008) (Wyatt, 2008). However, This Concept Still Lacks Sufficient Application In The Context Of The Arab Islamic World Where Organisational Culture Tends To Be Unique Due To The Unique Sociocultural Dynamics Highly Dependent On The Islamic Religion, In Comparison To The Western World (Abukhzam & Lee, 2010; Rabaai, 2009; Rabaai, 2009; Jamal Mohamed Twati, 2006; Jamal M Twati, 2014). Assessment Of Employee Engagement May Employ Either Quantitative Or Qualitative Methods Although Robertson-Smith And Markwick (2009: 55) Suggest That The Latter Are More Beneficial In Exploring The Role That Managers Can Play In Engaging Staff To Embrace Organisational Goals And Targets (Gemma Robertson-Smith, 2009).

A Review Of Literature On The Banking Sector In Libya Shows That There Has Been A Great Deal Of Research Around Organizational Culture, Ethical Workplace Climate And Employee Engagement (Bass & Avolio, 1993; Cameron & Quinn, 2006; Harter, Schmidt, & Keyes, 2003; Martin & Cullen, 2006; Victor & Cullen, 1988). However, There Has Not Been Any Detailed Research Which Focuses On Employee Engagement Despite The Fact That The ‘People Factor’ Is Of Central Importance In Organizational Performance. Therefore This Research Aims To Identify The Factors That Influence Employee Engagement And Organisational Culture Using Tools Specially Designed Based On Schein’s (1985) Model Of Organisational Culture (Schein, 1985). This Paper Reports The Preliminary Findings Based On A Pilot Study Involving Employees And Managers In Selected Libyan Banks. These Findings Might Be Used To Develop A Staff Engagement Framework Which Can Be Employed To Facilitate Employee Engagement And Leveraging Of Organizational Culture In The Libyan Banking Sector.

II. METHODOLOGY, STUDY DESIGN

Qualitative Data Was Collected From Four Banks (Anonymised As A To D) Whose Headquarters Were Based In The Libyan Capital, Tripoli. The City Was Selected As The Research Area Due To Its Convenient Location Relative To The Researcher. At Each Of The Banks, In-Depth Interviews Were Conducted With The Manager And One Regular Employee Except In Bank D Where An Interview With The Manager Could Not Be Obtained. The Employees Who Participated In This Study Were Selected In No Particular Order From Among The Staff On Duty That Day. The Interviews Employed Semi-Structured Questions By Asking The Participants: (1) What, In Your Opinion, Is An Example Of Where Employee Engagement Worked Well? And (2) What, In Your Opinion, Is An Example Of Where Employee Engagement Did Not Work As Effectively? These Questions Were Used To Obtain Some Understanding Of The Respondents’ Points Of View Rather Than To Make Generalisations About Their Behaviour. We Sought Participant’s Personal Opinions About The Working Environment In Order To Gather As Much Data As Possible Regarding The Factors That Enabled Or Inhibited Engagement, And Were Essential In Establishing The Organisational Culture In Each Facility. Given That The Questions Were Open-Ended, Further Clarifications Were Sought Based On Issues Arising From The Interview Until Saturation Was Attained. Data Analysis Was Done Using The Nvivo Software. Rather Than Base Interview Questions On A Literature Search, A Grounded Theory Approach (Glaser & Strauss, 1967) (B. Glaser & Strauss, 1967; B. G. Glaser & Strauss, 2009) Was Employed. The Intent Was To Develop Inductive Theoretical Analyses About Organisational Culture And Employee Engagement At The Institutions. The Questions Were Used To Obtain Some Understanding Of The Respondents’ Points Of View Rather Than To Make Generalisations About Their Behaviour. We Sought Participant’s Personal Opinions About The Working Environment In Order To Gather As Much Data As Possible Regarding The Factors That Enabled Or Inhibited Engagement, And Were Essential In Establishing The Organisational Culture In Each Facility. Given That The Questions Were Open-Ended, Further Clarifications Were Sought Based On Issues Arising From The Interview Until Saturation Was Attained. Permission Was Sought In Advance Of Each Interview And Explicit Informed Consent Was Obtained.

III. RESULTS

Factors For Employee Engagement Respondents In All Banks Gave Consistent Opinions Regarding Where Employee Engagement Was Working Relatively Well. These Areas Included: Cooperation, Health And Safety, Leadership, Motivation, Training, Teamwork, Experience, And Technology (Table 1).

Table 1. Factors affecting employee engagement in Libyan banking sector.

Factor	Bank A		Bank B		Bank C		Bank D	Over all	
	Staff	Manager	Staff	Manager	Staff	Manager	Staff	Staff	Manager
Cooperation	28.1* (9.3)**	42.4 (19.2)	18.8 (5.9)	27.3 (13.0)	18.8 (7.1)	30.3 (12.5)	34.4 (10.7)	100.0 (14.9)	100.0 (8.3)
Corruption	26.7 (4.1)	33.3 (1.4)	33.3 (4.9)	0.0 (0.0)	20.0 (3.6)	66.7 (2.5)	20.0 (2.9)	100.0 (1.4)	100.0 (3.9)
Experience	26.2 (11.3)	19.1 (5.5)	31.0 (12.8)	23.8 (7.3)	19.1 (9.5)	57.1 (15.0)	23.8 (9.7)	100.0 (9.5)	100.0 (10.9)
Health & safety	25.0 (16.5)	35.7 (20.6)	29.7 (18.6)	26.2 (15.9)	20.3 (15.5)	38.1 (20.0)	25.0 (15.5)	100.0 (18.9)	100.0 (16.6)
Leadership	24.4 (10.3)	33.3 (4.1)	26.8 (10.8)	11.1 (1.5)	19.5 (9.5)	55.6 (6.3)	29.3 (11.7)	100.0 (4.1)	100.0 (10.6)
Motivation	25.0 (12.4)	27.3 (8.2)	27.1 (12.8)	31.8 (10.1)	20.8 (11.9)	40.9 (11.3)	27.1 (12.6)	100.0 (9.9)	100.0 (12.4)
Nepotism	29.4 (5.2)	0.0 (0.0)	41.2 (6.9)	100.0 (1.5)	17.7 (3.6)	0.0 (0.0)	11.8 (1.9)	100.0 (0.5)	100.0 (4.4)
Teamwork	24.2 (8.3)	28.6 (13.7)	30.3 (9.8)	34.3 (17.4)	21.2 (8.3)	37.1 (16.3)	24.2 (7.8)	100.0 (15.8)	100.0 (8.6)
Technology	18.4 (7.2)	43.3 (17.8)	21.1 (7.8)	43.3 (18.8)	36.8 (16.7)	13.3 (5.0)	23.7 (8.7)	100.0 (13.5)	100.0 (9.8)
Training	22.2 (10.3)	31.8 (9.6)	22.2 (9.8)	31.8 (10.1)	26.7 (14.3)	36.4 (10.0)	28.9 (12.6)	100.0 (9.9)	100.0 (11.7)
Trust	45.5 (5.2)	0.0 (0.0)	0.0 (0.0)	75.0 (4.4)	0.0 (0.0)	25.0 (1.3)	54.6 (5.8)	100.0 (1.8)	100.0 (2.9)
All	25.1 (100)	32.9 (100)	26.4 (100)	31.1 (100)	21.8 (100)	36.0 (100)	26.7 (100)	100.0 (100)	100.0 (100)

Cell Contents: *Row percentage (**Column percentage)

Results From The Four Banks Show Broadly Similar Patterns Of Responses Among The Employees And Among The Managers, Respectively. The Single Factor Most Referred To By Both Employees (16.6%) And Managers (18.9%) As Being Important In Employee Engagement Was 'Health And Safety' (Overall Mean 17.4%), The Implication, Based On Context, Being That Not Enough Was Being Done To Provide Satisfactory Security To Staff From Aggressive Customers. 'Teamwork' (15.8%) And 'Cooperation' (14.9%) Were Cited More Frequently By Managers As Compared To Floor Shop Employees (8.6% & 8.3% Respectively), Probably Because The Outcome Of Good Teamwork And Cooperation Are More Significant From The Point Of View Of The Manager Compared To Any Other Employees. Conversely, The Terms 'Leadership' (10.6%) And 'Motivation' (12.4%) Were Mentioned Much More Frequently By Employees Than Managers As Being The Most

Important To Engagement During Interviews (4.0% & 9.9% Respectively). This Observation Might Suggest A Lack Of Adequate Engagement Between Managers And Employees In The Banks Which Could Influence Their Working Relationships, Since It Would Normally Be The Line Manager To Assume The Leadership Duty Of Encouraging And Motivating The Staff Under His/Her Supervision (Cipd 2006:31). There Was A Strong Impression During The Interviews That Employees Felt They Were Not Being Sufficiently Motivated And That The Leadership Was Not Positive Enough. Interestingly, 'Nepotism' (4.4%) And 'Corruption' (3.9%) As Negative Factors For Engagement Were Referred To Far More Often By Employees Than By Managers (0.45% & 1.4%, Respectively). The Responses In Connection With 'Technology' As A Factor Were Inconsistent. At Both Banks A And B, This Factor Was Mentioned Little By The Employees (7.2% & 7.8%) But Appears To Be Of Importance To The Managers (17.8% & 18.8%) Respectively. Yet, The Situation Was Exactly Reversed In The Case Of Bank D. What Is Certain Is That There Was An Obvious Lack Of The Latest Technology In All The Banks Visited, All Of Which Did Not Even Have E-Banking Services In Place, As Has Been Previously Reported (Abukhzam & Lee, 2010). The Staff Interviewed Expressed Feelings Of Frustration At The Current Lack Of Opportunities Since Most Of Them Reported That They Would Like To Access Opportunities To Expand Their Knowledge And Skills Thereby Advancing Their Career. It Has Been Suggested That A Good Manager Needs To Engage Staff By Finding Appropriate Training Opportunities That Benefit Both Individual Employees And The Organization As A Whole (Macleod & Clarke 2009) (Macleod & Clarke, 2009). Training Was Mentioned As A Factor In All The Banks Significantly More By Employees (11.7%) Than By Managers (9.9%). With Regard To Experience And Trust, The Results Were Inconsistent In That Employees In Banks A (11.3%) And B (12.8%) Referred To Experience Far More Than Did Their Managers (5.5% And 7.2%) Respectively; However, In The Case Of Bank C The Situation Was Reversed With Managers (15%) Valuing Experience More Than Floor Shop Employees (9.5%). Similarly, The Issue Of Trust Was Raised Several Times By The Employee At Bank A (5.2%) But Not At All By The Employees At Banks B And C; Yet The Manager At Bank A Did Not Mention This Factor At All, Unlike The Managers At The Other Banks Who Brought Up The Subject On Several Occasions.

Specific Observations In The Banks

Considerable Differences Were Found To Exist In The Emphasis And Importance Placed On Some Of The Factors Between The Employee And Manager Of This Bank. For Instance, In Bank A The Manager Stressed 'Cooperation' And 'Technology' Considerably More Than Did The Employee, Referring To The Former 14 Times Compared To 9 By The Employee And The Latter 13 Times Compared With Just 7 By The Employee. On The Other Hand, 'Leadership', 'Motivation', And 'Experience' Were Mentioned As Being Far More Important Factors By The Employee In Relation To Engagement Than They Were By The Manager; These Factors Were Cited A Total Of 33 Times Compared With Only 13 By The Manager. 'Nepotism' And 'Corruption' Were Seen As Being Significant By The Employee But Not By The Manager. Some Factors, Including 'Health And Safety' And 'Teamwork' Were Mentioned A Similar Amount By Both Employee And Manager. The Finding Regarding 'Nepotism' And 'Corruption' Is Interesting And New – This Aspect Of Employee Engagement Related To Culture Has Not, As Far As The Researcher Has Been Able To Establish, Been Explored In Earlier Literature. These Factors Were Evidently Regarded As Significant Disincentives To Engagement By The Employee; On The Other Hand, The Manager Hardly Referred To Them At All. 'Leadership' And 'Motivation' Were Mentioned A Total Of 22 Times By The Employee, Who Also INDICATED THAT THERE WAS INSUFFICIENT PRAISE AND REWARD FROM THE MANAGER For Jobs That Had Been Well Done Leading To A Sense Of Demotivation And Disengagement. By Contrast, These Factors Were Referred To Relatively Little By The Manager Who Evidently Did Not Regard Them As So Important. A Similar Pattern To How Often These Factors Were Referred To By The Employee And Manager Was Found In Bank B As Seen In Bank A. 'Leadership', 'Motivation', And 'Experience' Were All Stressed As Important Factors In Engagement By The Employee (Mentioned A Total Of 37 Times) But Much Less So By The Manager (Only A Total Of 13 Times). 'Nepotism' And 'Corruption' Were Indicated As Being Even More Important Factors By This Employee (12 References During The Interview) Than The One At Bank A. It Is Clear That They Were Regarded As Having A Strongly Negative Impact To Engagement, Instilling An Attitude That In Such A Climate There Was Little Point In Trying Hard At A Job. Again, The Manager Hardly Mentioned These Factors, Possibly Because Although He Was Almost Certainly Aware Of Their Existence, He Did Not Wish To Discuss Them. The Employee Emphasised The Need To Acquire More Experience And Knowledge Through Further Training. Again, This Was Not A Factor Raised To Any Significant Degree By The Manager. Health And Safety, Which Includes The Security Of The Staff, Was The Most Important Factor Indicated By This Employee And By Employees At The Other Banks Studied. In Particular, The Protection Of Staff From Aggressive And Intimidating Customers Was Seen As Paramount By The Employee, Though Not As Strongly Emphasised By The Manager. Many Of The

Outcomes Of This Interview Resembled Those Of The Two Banks A And B Already Discussed. However, There Was Greater Equality In Employee's And Manager's Number Of References To 'Leadership', 'Motivation', And 'Experience' Than In The Earlier Two Cases. Whether This Was Due Simply To Individual Experiences Or Cultural Differences Between The Banks Or Other Factors Is, As Yet, Unclear. The Manager Of This Bank Also Made Two References To 'Corruption' As A Disengagement Factor But None To 'Nepotism'.

In The Case Of Bank D, Only An Employee Was Interviewed In The Pilot Study As No Appointment Could Be Obtained With The Manager. The Respondent Raised Issues That Were Broadly In Line With Those Of The Employees Of The Other Banks, Emphasising 'Leadership', 'Motivation', 'Training', And 'Experience' As Key Factors In Employee Engagement. General Observations Other Observations Were Made By The Researcher That Could Prove Relevant In Assessing The Climate Of The Workplaces And Its Relationship To Employee Engagement. It Was Noticed That Employees In Bank Wore Different Uniforms Which Might Cause Some To Feel Uncomfortable Or Alienated. This Was Also Raised By Employees In Banks A And B, Who Stated: "We Need Same Uniform At The Workplace". On The Subject Of Nepotism The Employee Used Hand Gestures To Suggest That There Was A Lack Of Fairness And That This Was A Big Problem In Terms Of Job Motivation And Engagement. On Several Occasions During Visits, The Researcher Noticed That Some Of The Desks In The Offices Were Empty. In The Same Bank An Interviewee Has Mentioned That "Some Employees Are Absent But We Didn't See The Manager Report Them". The Impression Received Was That The Employees Were Not Interested In Their Work And Did Not Feel Part Of A Team; Rather, They Were Acting Individually As If Disconnected. From The Responses In The Interviews And Also From Observations By The Researcher, It Seemed That Security – Or The Lack Of It – For Employees May Have Played A Significant Role In This Sense Of Disengagement. In Bank C, The Manager Had His Office On A Separate Floor From The Employees, While Banks C And D Had Fewer Security Men On Duty Than Banks A And B. These Inferences, And Others Mentioned In The Earlier Discussion Sections, Will Need To Be Tested In The Full-Scale Study To Come.

IV. DISCUSSION OF FINDINGS

It Is Generally Recognised That Development And Adoption Of Functional Organisational Culture Involves Successful Employee Engagement Which Is The "People Factor" That Ultimately Leads To The Success Of A Given Enterprise. This Engagement Involves Putting The Enthusiasm, Commitment And Knowledge Of Employees At The Forefront Of Delivery Strategies (Macleod & Clarke, 2009). Organisational Culture Is Also Essential To Implementation Of Organisational Changes Such As Total Quality Management, Strategic Planning, Technology Adoption And Downsizing (Cameron & Quinn, 2006). This Study Has Identified A Number Of Issues In The Libyan Banking Sector That Might Hinder Employee Engagement. Health And Safety, Which Was The Single Most Important Factor Related To Climate And Engagement Cited By Both Employees And Managers, Remains A Key Factor Hindering Engagement. There Was A Common Consensus Regarding Need For "Customer Protection" And "Staff Protection". The Lack Of Assurance For Their Safety And Protection Might Hinder Establishment Of A Conducive Working Climate In Which Employees Feel Safe. As It Has Been Observed Previously, Organisational Climate Is A Body Of Feelings, Attitudes, And Ways Of Behaviour That Mark Out How Life Is Like In An Organisation, And It Is Essential That A Proper Climate Creates An Engaging Culture (Ekvall, 1996). As The Employees Suggested, There Is Disengagement Because Of A Lack Of Strong, Effective Leadership. This Is Reflected, For Example, In The Fact That Employees Referred To The Terms "Leadership" As One Of The Factors Responsible For Disengagement Far More Frequently Than Did Their Managers. One Possible Inference Is That The Managers Did Not Recognise Their Employees' Concerns And Therefore Were Unaware Of The Disengagement Being Caused. It Has Been Noted That Organisational Leadership Is Key In Creating An Engaging Organisational Culture (Alimo-Metcalfe & Alban-Metcalfe, 2009) And Has A Direct Link To Employee Engagement (Haid & Sims, 2009). Perhaps The Leadership In The Banks Needs To Recognise These Employee Concerns And Act Towards Addressing Them In Order To Achieve Proper Engagement. There Is Need To Recognise That The Modern Leader's Task Has Shifted From One Of 'Command And Control' To Nurturing And Coordinating What Others Do At The Various Levels Of The Organisation (Ancona, Malone, Orlikowski, & Senge, 2007). In Libya's Situation, The Crucial Role Of Leadership In A Time Of Crisis That Is Facing The Country, And The Need For Those In Charge To Be Sensitive To People's Interpretations Of Decisions That Have Been Made, Is Essential, For Example Through Encouraging An Open-Door Policy (Sutton-Smith, 2009). The Study Highlighted That Managers Were More Concerned By Cooperation And Teamwork Than Were The Employees. This Might Be Because Of The Prevailing Disengagement Such That Managers And Employees Have Differing Priorities. Studies Have Found That Employees Desire A Workplace That Is Enjoyable And A Role That Is Personally Stimulating. They Also Prefer To Have More Control Over Their Employment, Specifically In Areas Such As Work Schedule And Work Flexibility. In Addition, They Need To Be Rewarded Fairly For What They Do And Their Abilities To Be Respected. If These Aspects

Are Not Fully Addressed, Then Their Level Of Engagement Is Low. Motivation Of Employees At The Work Place Is Crucial To Their Engagement. In This Study, A Lack Of Motivation From Management Towards Employees Was Observed As Some Employees Mentioned That They Never Received Even A Thanks Letter After They Have Done A Good Job. It Has Been Observed That Although Employee Motivation May Come Intrinsically In Form Of Fun And Interest In The Job, It Might Also Be Driven By An Individual's Desire For Reward, Avoidance Of Punishment Or To Achieve A Personal Goal (Deci & Ryan, 1985a, 1985b). Employees Within An Organisation Experience Greater Motivation And Display More Satisfaction With Work When They Feel That Managers Support An Autonomous Work Culture In Which Personal Freedom Of Choice Is Valued And Encouraged (Vallerand Et Al., 1992). For Instance, Making Opportunities For Training Available To Employees (Which Some Reported Had Not Existed For The Past 6 Years), Implementation Of Technology, And Innovation Are Likely To Improve Levels Of Engagement Through Increased Intrinsic And Extrinsic Motivation. It Is Crucial For Managers To Engage With Those Employees Under Them As Mismanagement Could Result In A Steady Decline In Performance (Pfeiffer, 1998). Modern Leadership Which Desires Success Should Be Mindful Not Only Of The Mechanics Of The Business Itself (Such As Improving Sales And Profitability) But Also Of The Individuals With Whom They Work And How To Encourage And Motivate Them To Achieve Better Performance (Newnam, 2014, 2015). As Much As Knowing The Ins And Outs Of Their Business, Products, And Marketplace, Effective Leaders Must Ensure That They Harness The Passion And Enthusiasm Of Those Whom They Manage. Thus For The Libyan Banks There Is Need For The Managers To Be More Fair, Impartial And Honest In Order To Establish A Favourable Working Climate And Organisational Culture Of The Bank.

V. CONCLUSION

This Study Has Identified Many Aspects Of Organizational Culture In Libyan Banks In Which More Needs To Be Done To Address The Issue Of Leadership And Employee Engagement. These Are Cooperation, Corruption, Experience, Health, Leadership, Motivation, Nepotism, Teamwork, Technology, Training, And Trust. Although There Were Slight Variations In Responses Between Banks, In General, Employees Recognised The Need For Improved Motivation, Training Opportunities, And Accountability On The Part Of The Leadership, While Managers Noted The Need For More Cooperation And Team Work Among Employees. Both Categories Of Respondents Appreciated The Need For Improved Health And Safety, Stressing The Need For Both Customer And Staff Protection. The Findings Suggest That While A Successful Organisational Culture Is Far From Being Well Established In Libyan Banks, There Seems To Exist An Opportunity As Both Parties Recognize The Existing Gaps And What Needs To Be Done.

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