

**THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEES
PERFORMANCE IN A BUSINESS ORGANIZATION: A CASE
STUDY OF GUARANTEE TRUST BANK PLC, ABUJA.**



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ABSTRACT

This research investigates the effect of leadership style on employees' performance at Guaranty Trust Bank of Abuja, Nigeria (GTB). The main research objective was to examine the effect of leadership style (Transformational, Transactional, Autocratic, and Laissez-faire leadership style) on employees' performance. A descriptive survey was used in which 60 questionnaires were collected from 100 questionnaires distributed. Multi-factor Leadership Questionnaire developed by Avolio and Bass (1995) was used to measure leadership style. MLQ 360 was used to get self and rate form from both the manager and the employees. Data were analysed using descriptive and inferential statistical procedures. Regression analysis and Pearson correlation were used to measure the correlation and the hypothesis of the research. The research findings show that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Autocratic and laissez-faire was the least used leadership style by the managers of GTB Abuja. There was a negative correlation between leadership style and employee performance; both leadership styles (Transformational, Transactional, Autocratic, and Laissez-faire) all have a negative effect on employees' performance.

The research advocated for further study on the research topic on a broader and bigger capacity to find the effect of leadership style on employees' performance.

Keywords: Leadership style, Employee performance, Transformational, Transactional, Autocratic, Laissez-faire, MLQ 360.

Submission of Thesis and Dissertation

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LIST OF ABBREVIATIONS

GTB- Guaranty Trust Bank

MLQ- Multifactor Leadership Questionnaire

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1 CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Leadership plays a vital role in our everyday life, be it in organizations, religious bodies, schools, and governments. For any organization to prevail in present times, the leadership must be solid and act decisively in running the organization's affairs. Research shows that many leadership issues have been discussed around the world today; different governments and organizations have failed as a result of bad leadership.

Leadership comes with followership; leadership can either discourage or motivate followership. The style of leadership determines the overall performance of the followers, especially in an organization. In other words, if the leadership style in an organization is good, it can positively boost the performance of the employees in that organization. Research by Schyns & Sanders (2007) posits that one of the major employee's job dissatisfaction is poor leadership in that organization. To wax stronger and participate in today's competitive global market and world politics, governments and organizations must seek good leaders and leadership styles.

Organizational productivity is much improved when there is an effective leadership style in place. Odetayo et al. (2012), while researching Nigerian banks, posits that the major determinant of organizational success is a good leadership style, especially in Nigerian banking sectors. Williams (2009) pointed out that the organization's performance and outputs are closely associated with the organization's leaders' distinctive leadership style.

Globally, banking sectors are one of the key engines for economic development and growth. Ebong's (2006) research on the banking sector's effect on economic growth posits that the banking sector's role in mediating between different economics units with surplus funds and the units that require such funds to boost their investment promotes economic growth in returns.

Banks can achieve economies of scale that are beneficial for economic growth when they pool savings from investors and help to borrow customers to promote their businesses.

The banking sector in Nigeria is one of the key drivers in the economic growth, development, and sustainability in Nigeria; over the years, some banks have collapsed, and there have also been mergers of different banks across the banking sectors in Nigeria. Many of the banking problems experienced in Nigeria were attributed to the failure of effective management and leadership of those banks (Okafor, 2010), of the recent acquisition of the then Diamond bank of Nigeria by Access bank of Nigeria. Diamond bank, before its acquisition, was troubled with a management crisis that was highly reported as a bad case of bank leadership when the then CEO of the bank handled the affairs of the bank to his next of kin.

There are over 25 commercial banks in Nigeria, excluding micro-financial banks. However, the focus of this research is the Guaranty Trust Bank PLC (GTBANK).

Guaranty Trust Bank is one of the leading financial institutions in Nigeria; in September 1990, it was incorporated as a limited liability company with the license to provide commercial and other banking services, though it was not until 1991 that it commenced operation and was quoted publicly in 1996 (GTB, 2013). GTB has over 20,000 employees worldwide and several branches dispersed in different countries across the globe in Nigeria, Ghana, Liberia, Gambia, Cote d'Ivoire, Sierra Leone, and the United Kingdom (GTB, 2013). Despite all these employees and branches worldwide, it is difficult to determine how leadership style affects the worker's performance. GTB Abuja was chosen as the study area because Abuja is the capital of Nigeria, the biggest economy of Africa, as one of Nigeria's economic hubs.

There are several leadership styles proposed by different scholars to be the best leadership style suitable for enhancing employee performance in an organization. Different leaders have a distinctive leadership style that has helped them improve their employee's performance in their organization. Koopman et al. (1997) posited that transformational and transactional leadership

styles had gained popularity over the years in some establishments. Their analysis argued that organizations' outcomes like employee's performance, job satisfaction, and organizational commitments are directly linked to transformational and transactional leadership styles adopted by the managements of the organizations. A study by Wahab et al. (2012) also supported their research position that posited that transformational and transactional leadership positively affects employees' organizational commitments.

In explaining the transactional leadership style, Tremblay & Pare (2007) described it as a systematic way to appreciate and praise their leaders because of the incentives and rewards the leaders offer to them; this style improves their motivational level, which then advances organizational productivity. Kline & Ivey (2010) describe the transactional leadership style as "management-employees exchanges, whereby management exchanges things of value with the employees this they believe will increase the employee's work ethics and overall performance. For this study, it is vital to analyse how transactional and transformational leadership style impacts employee's performance in the Nigerian banking system, most especially Guaranty Trust Bank of Nigeria (GTB) Abuja.

1.2 STATEMENT OF THE PROBLEM

Most scholars emphasize the transformational leadership style while acknowledging the importance of transactional leadership style. Paracha et al. (2010) argued that the transformational leadership style plays a more vital role in influencing an organization's performance than a transactional leadership style. In concurrence, (Bass, 1995) study stated that transactional leadership style negatively affects the organizational outputs; researching the relationship between leader-member exchanges, transformational and transactional leadership in estimating employee's performance, the study by (Johnson, 2012) concluded that transactional leadership style is an affirmative predictor of employee's performance. The transactional leadership style positively increases performance among the military in research

(Bass et al., 2012). Elenkov's (2010) investigation on the effect of the leadership style of organizational performance found out that Russian managers that adopt a transactional leadership style positively influence their employee's performance and organizational commitments.

Scholars like Lievens et al. (2007) and Shamir et al. (2010) posit that the transformational leadership style plays an important role in greater innovation implementation by the organizations, especially during market competitions or organizational rivalries era. Palanichamy & Raja (2011) believe that the transformational leader's style increases both the organization's performance and the employee's performance without incurring extra burden in return. Many scholars have proven transformational leadership style to be vital and useful for many organizations, be it business organizations, the military, hospitals, engineering, and the educational system (Masi & Cook, 2010).

There is also another form of leadership style called Participative leadership style; according to (Somech, 2010) this type of leader uses a motivational mechanism to increase employee performance and organizational commitments. They offer subordinates the opportunity to be involved and contribute during the decision-making process of the organization. In supporting this participant's leadership style, (Robbins et al., 2010) argues that when subordinates are involved in an organization's decision-making process, they are more committed to making the organizational goal a success. The study also shows that employees under participant leadership style are somewhat more committed to organizational success and have greater job satisfaction. Their performance level is always very high (Yousef, 2011). Ahmad & Yiing (2009) believe that if management can correctly apply participant leadership style, it motivates the employees to commit themselves to organizational success. The authors also add that participant leadership style is very significant and positively related to organizational success and employee commitments. Scholars like Safa & Dolatabadi (2010), Huang et al. (2010) all

advocated for leaders to adopt participant leadership style. They argued that this type of leadership style influences an employee's job performance, creates trust, and promotes organizational commitments.

Even though scholars have promoted and recommended different leadership styles they feel that promote employee's performance and commitments to the overall organizational goal, their effect on the banking sectors have not been fully examined, especially in most Nigerian banks. This research aims to examine and determine if leadership styles can influence bank employees to perform exceedingly at any giving task as a result of leadership adopted by their managers—this is one of the major concerns that prompted this research. The idea is to evaluate employees' performance and examine if it is affected by employees' perceptions of the leadership style that the manager adopts. It is the gap that this research hopes to fill. This research will assess the impact of leadership style on employee's performance in Guaranty Trust Bank PLC, Abuja.

1.3 RESEARCH QUESTIONS

An effort has been made in the course of this research to gather available related data to be able to find an answer to the following research questions:

1. What is the effect of leadership style on employees' performance in GTB Abuja?
2. What style of leadership style do the managers of Guaranty Trust Bank Abuja apply?
3. What is the effect of the leadership style adopted by the bank managers on employee performance?

1.4 AIMS AND OBJECTIVES

The main aim of this research is to analyse different leadership styles and answer the research questions "the impact of leadership style on employee's performance," as well as identify the leadership style adopted by bank managers of GTB and its implication on employee's performance.

1.5 RESEARCH HYPOTHESIS

For the course of this study, the following hypothesis has been formulated as a guide for this study.

H0: There is a significant relationship between leadership style and employee performance in GTB Abuja.

H1: There is a correlation between the leadership style a bank manager applies and employee's performance in GTB Abuja.

1.6 SIGNIFICANT OF THE STUDY

This research is important because of the different issues that affect society today due to leadership style. As banks play an important economic role in the economy, it is paramount to assess how different leadership styles affect the banking sector, especially GTB. The study hopes that the findings of this research will act as a guideline for bank managers and policymakers to improve their leadership style for the bank and employees' overall success. The findings can also be useful in highlighting the impact of leadership style on employee's performance in the banking sector and the society at large.

Thus, it is imperative to conduct this research for it to cover wider knowledge by bringing out relevant facts for managers, social scientist, officials, and other relevant agencies in solving the problem of leadership style in an organization and best leadership style that is suitable to improve employee's performance in an organization.

After determining the correlation between leadership style and employee performance, the bank will be able to utilize the research findings to develop leadership programs for bank managers to acquire relevant leadership skills that will improve management and organizational performance

Lastly, the findings of this research will be used by future researchers as a reference for similar studies related to the research topic.

1.7 SCOPE OF THE STUDY

The research scope covers the impact of leadership style on the employee's performance in Nigeria's banking sector. This research will mainly focus on leadership style. It affects employee performance, using Guaranty Trust Bank for sampling, the research area is in Abuja because it is one of the major banking hubs in Nigeria.

2 CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION:

This section of the research will mainly review related works, literature, and empirical works on the research topic leadership style and employee's performance and other relevant theories associated with the research topic. Other research concepts, theoretical frameworks, behavioral contingencies, and systematic theories will be reviewed and analyzed in connection with this study.

2.2 DEFINITION OF THE RESEARCH CONCEPTS

2.2.1 LEADERSHIP

According to Northouse (2010), leadership is a process whereby an individual influences a group of people into achieving a common goal for the overall good of both the individual and the group of people. Leadership is the use of leading strategies to motivate and enhance the employee's potential for growth and inspire them to bring out their best or contribute their best to better the organization (Fry, 2013). As posited by Rosenboom (2011), leadership is the act of influencing subordinates so they will be willing to give their best to achieve organizational goals. Research by Peretomode (2015) in defining leadership outlined four aspects of leadership which include:

1. The ability to enthusiastically persuade others to work towards a definite objective, the motivation and the human factor keep a group organized.
2. Introduction of new procedures and structures for achieving or changing organizational set goals or objectives
3. Personal influence directed through communication processes with the sole aim of achieving the goals of the organization.
4. Influencing the behaviors, actions, beliefs, and goals of the person involved.

From this, one can deduce that leadership is not an isolated activity; rather, it is a collective effort to better the organization. Leadership requires the use of persuasion and influence rather than coercion or coercive domination. Leadership is a gradual and continuous process; it is an ongoing activity with the key aim of accomplishing a set goal for the organization (Jackson, 2011). Hersey & Blanchard (2011) review leadership literature, offered their definition of leadership as the process of influencing the activity(s) of a group or an individual towards achieving goals in a particular situation for the organization's overall betterment. As a result of those above, this research seeks to determine the impact of leadership style on employee's performance in GTB Abuja.

2.3 LEADERSHIP STYLES

The behavioral pattern or methodology that a leader adopts to manage his subordinates is termed leadership style (Wahab, 2010). Different leaders relate and communicate with their subordinates in a certain way to get them to perform exceedingly to a specific task for the overall welfare of the organization (Hersey & Blanchard, 2013). A leader's method to bring out the best from his subordinates to perform beyond their capacity is the tagged **leadership style**. Different leaders have different ways or methodology that works for them. However, scholars have argued that leadership style can either hinder or promote subordinates' job performance and organizational commitments, so scholars have warned that leaders should be careful when

administering their style of leadership to the subordinates as it can it make or mare their performance (Marturano & Gosling, 2016).

The combination of characters and skills that leaders use in their interaction with subordinates is termed leadership style (Jeremy et al., 2011). The relationship where one uses his influence and ways to bring people to work together for a common task to promote organizational goals is termed leadership style (Fiedler, 2011).

According to Newstrom & Davis (2013), leadership style is the approach and manner of implementing plans, motivating people, and providing direction for subordinates to bring out their best and commit to the promotion of the organizational goals.

2.4 FACTORS AFFECTING LEADERSHIP STYLES

Mullins's (2014) research on leadership style argued that attention to managers' leadership style was brought to light due to greater comprehension of the expectations and needs of people at the workplace. He argued that certain factors influence leadership style, which includes:

1. The recognition of efficient human resources and increasing business competitiveness
2. The change in the societal value system
3. The broader standard of training and education
4. The advancement of technical and scientific knowledge
5. The change in the organizational nature of work
6. The urge for a more social responsibility towards subordinates, for example, inclusion and participation in the organization's decision making and life balance
7. Government legislation.

Mullin (2014) states that all these factors helped to create resistance towards a purely autocratic leadership style by some managers.

2.5 CLASSIFICATION OF LEADERSHIP

2.5.1 Transformational Leadership

The distinctiveness between transformational and transactional leadership has to do with their unique way of motivating others. In transformational leadership, their behavior takes into account their values and conviction, and they try to motivate their subordinates to perform more than required to promote the organizational goals (Bass, 1995). Transformational leadership is a process where leaders and subordinates hold each other to a higher level of morality and motivation (Burns, 2011).

Many scholars have widely recognized transformational leadership as one of the important factors influencing innovation in an organization (Garcia-Morales et al., 2012). According to Samad (2012), transformational leadership is vital because they integrate persistence, creative insight, and sensitivity to employees' input that prompt positive management changes. Transformational leadership, according to Guo et al. (2016), encourages employees' creativity by recognizing their individuality and encouraging more diverse perspectives and approaches. in the banking sector; studies by Qabool & Jalees (2017) discovered that helping employees to develop their skills helps in enhancing their creativity in thinking out new approaches to do things.

Transformational leaders instill trust, loyalty, admiration, and respect on their subordinates, which helps motivate them to give in their best in any given task and promote organizational goals willingly (Karz et al., 2010). Their subordinates perceive transformational leaders as competent individuals with great character, determination, and high ethical behavior (Bass, 2012). Transformational leaders sacrifice self-gain for an overall gain of others, and most especially, a gain in the organization; they take into account the subordinates need over their own needs most of the time, and takes the subordinates input and suggestions seriously when making a decision (Limsila & Ogunlana, 2008).

The difference between transformational and transactional leadership lies in the way of motivating others. A transformational leader's behavior originates in the leader's values and beliefs and motivates subordinates to do more than expected (Bass, 2011). Burns (2010) identified transformational leadership as a process where "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." For the transformational leadership style, the followers feel trust, admiration, loyalty, and respect towards the leader and are motivated to do more than what was originally expected (Bass, 2011; Katz & Kahn, 2017). Bass et al. (2011) states that transformational leaders can motivate their subordinates by making them aware of task outcomes, the decision-making process, which helps in inducing them to put the company's interest above their self-interest and offers their best in delivering a specific task for the overall betterment of the organization. He encourages subordinates to think and adopt a new approach critically, this he hopes will bring about intellectual stimulation, which will, in turn, increase their satisfaction, performance, and commitment to the organizational goals (Podsakoff et al., 2016).

Research by Bass (2010) outlines four components and behaviors of transformational leadership to include; intellectual stimulation, charisma, inspirational and individual consideration. He further added that intellectual stimulation provides subordinates with a new ideology and motivates them to give up their old thinking ways. Here, leaders are seen as one that promotes intelligence, logical thinkers, rationality, and good solution providers. Attributes of intellectual stimulation include discovering different viewpoints when solving problems, offering new approaches to completing tasks, and encouraging a re-evaluation of unsatisfied ideas (Avolio, 2010). Leaders motivate subordinates to be creative and innovative by analysing assumptions, rethinking problems, and adopting new ways of solving an old situation. In intellectual stimulation, transformational leaders encourage subordinates to think differently and constantly ask questions to develop their ideology, values, and assumptions (Bass &

Riggio, 2012). When followers are faulty, they are not often criticized; rather, they are encouraged and corrected (Bass, 2012).

According to Einstein & Humphreys (2013), Charisma is characterized by a sense of mission and vision, gaining respect and instilling pride among the subordinate. Charismatic behavior induces subordinates to put the organization's good above self-interest; they build self-confidence in knowing that obstacles will be overcome, and any task will be executed according to the organization's specifications (Howell & Frost, 2010). In charismatic behavior, subordinates place much trust and confidence in their leaders (Avolio & Howell, 2012). Charismatic leaders play a vital role in instilling confidence, innovation, and cooperation among subordinates and help increase their self-confidence at the workplace and engage them to participate in the organizational decision-making process, protect the integrity of subordinates and go to a large extent to be an epitome of emulation by the subordinate (Ponsombut et al., 2014). Dionne et al. (2012) describe a charismatic leader as one that includes the formation of creative, strategic vision through unconventional behavior, taking into account personal risk and showing vulnerability towards the subordinate's needs and challenges and is also able to succeed in navigating the challenges faced by the organization.

According to Bass (2010), inspirational motivation is mostly concerned with leaders setting up high standards, thereby becoming a beacon of emulation and reference for the subordinate. The subordinates look up to this inspirational leader as worthy of emulation, inspiring them to be their best, provides an emotional appeal, and increases their awareness and understanding of the organizational set goals. Inspirational leaders are always optimistic about the future, creating a compelling, clear vision and providing an exciting imaginary image of the organizational changes that encourage the subordinates to act and bring out their best to actualize these organizational set goals. An inspirational leader encourages the subordinates to envision the organization's attractive future and themselves as part of the organization.

Subordinates are motivated when there are challenges that need to be solved and made to be part of the solving team (Bass et al., 2010). Leaders with inspirational motivation advocate for team spirit among the subordinates (Northouse, 2018). Inspirational motivation is highly encouraged among leaders because it helps develop subordinates' self-confidence and push them to achieve stipulated organizational goals (Bacha, 2014).

Transformational leadership is "individual consideration" this dimension focuses more on mentoring and coaching (Avolio & Bass, 2010). The leaders in this dimension take into account inter-individual disparities among subordinates and act as mentors to them. Leaders in individual consideration teach subordinates to develop their strengths, listen to/conquer their fears and weaknesses and navigate daily organizational tasks. Subordinates are individually attended to help them mature and effectively develop into their individual who can handle any given task. Leaders in individual consideration act as coaches to develop subordinates' needs to actualize their goals and needs (Lynch, 2012). They recognize their followers' skills, ability, and needs and help develop them until they are self-confident enough to apply in their day-to-day task without been aided (Bass & Riggio, 2012).

2.5.2 Transactional Leadership

In transactional leadership, the subordinates comply with the leader's request and order but with less enthusiasm for ensuring that the task objectives are actualized (Boehnke et al., 2013). Leaders in transactional leadership employ external actors' service to perform the task that the organization requires to attain its desired goals. The main objectives of a transactional leader are to guarantee that the process of the organizational goal attainment is understood clearly by the internal actors, removing potential barriers that might exist within the system and

motivating the actors to achieve the set goals (House & Aditya, 2017). Stam (2015) explains that a transactional leader will carry out all the organizational tasks with the subordinates to ensure the organizational targets are met at the specified time to complete the task. Transactional leadership is mostly based on giving and take; the leaders expect the subordinates to perform excellently when performing any giving task in exchange for a reward at the end of the task (Bass & Avolio, 2002). Leaders in transactional leadership champion compliance of the subordinates mostly through reward and sometimes through punishment as well. Transactional leadership is mostly recommended during crisis or emergencies, and sometimes when the task is needed to be performed in a particular manner (Bass, 2012). A transactional leader can negotiate with the subordinates to meet the overall good of the organization and consider the needs of the subordinates. Transactional leaders only intervene if the performance does not tally with the expected outcome or result (Avolio, 2011).

Corrective and constructive behaviors are displayed in transactional leadership. The corrective dimension entails management by exemptions, and contingent rewards are attributes of constructive behaviors (Avolio, 2011). Contingent rewards are used to exert influence, so the subordinates expect rewards when they perform exceedingly to a specific task that promotes the organization's goals. In contingent rewards, the leader makes it very clear to the subordinates about his/her expectation and places a tangible reward to help induce the subordinates to perform the task to the best of their ability (Stam, 2015). The leader in this dimension clarifies what is expected to the subordinates by showing them what they stand to gain in return if they perform exceedingly as expected. This dimension considers the subordinate's expectations and offers rewards when setting goals or tasks are achieved. When goals are actualized, the rewards and recognition help motivate the subordinates to up their game and perform exceedingly when given a task (Bass, 2010). This leadership style infers close monitoring for deviances, errors, or mistakes to correct it immediately when such occurs.

2.5.3 Charismatic leadership

Charismatic leadership is one of the most successful trait-driven leadership styles. They are visionary leaders who exhibit a personality that motivates their subordinates to execute that vision (Michael, 2010). Because of the level of success and motivation, charismatic leaders have been one of the most valued and cherished leadership. They provide a fertile group for innovation and creativity, and more often, they are highly motivational. When a charismatic leader is at the helm of organizational affairs, the subordinates simply want to follow suits.

Although charismatic leaders are most valued according to (Michael 2010), there is one significant problem that partially undercuts their value: Once they leave an organization, it drastically affects the organization's entire affairs as the organization becomes rudderless. This can last for a year or more because charismatic leaders hardly develop a replacement when they are gone. Their leadership is mostly based upon personality strength, and they usually get rid of other competing strong personalities. This leaves the organization with happy followers but hardly future leaders (Michael, 2010).

2.5.4 Autocratic leadership

The leaders on this dimension are called "do as I say" types. Most time, it is inexperienced with leadership entrusted to them in the form of new assignments or a new position that involves people management. An autocratic leader keeps the decision-making right to themselves. Most times, they irreparably damage an organization as they force their subordinates to execute services and strategies in a very shallow unprofessional way. There are hardly any shared visions or motivation, only coercion for the subordinates to act as they instruct (Michael, 2010). Creativity, commitment, and innovation are eliminated in autocratic leadership. Most of the

subordinates are only looking forward to replacing an autocratic leader, and they always lead to an organizational downfall.

2.5.5 Bureaucratic leadership

Bureaucratic leaders create policies and rely on them to meet organizational goals, policies that drive objectives, execution, strategy, and outcomes. They comfortably rely on given policies and can convince the subordinates to get on board (Michael, 2010). Also, they believe that policies dictate the direction, and they are strongly committed to processes and procedures in place of people; thereby, they seem aloof. The problem associated with policy leadership is that the damage is never obvious until it is done. Bureaucratic leaders ignore leadership benefits, like developing and motivating people (Michael, 2010).

2.5.6 Democratic leadership

Leadership, where decision making is decentralized and shared by subordinates, is termed democratic leadership (Tannenbanum & Schmidt, 2011). Although this leadership style gives room for inclusion, it is also one of the shortcomings of this dimension because everyone in this dimension assumes that they have an equal stake and say in an outcome or share the same level of expertise during decision making. The idea of democratic leadership sounds theoretically good. It is hardly the case in real-life application, and an enormous amount of effort is required to get this done the proper way.

2.5.7 Laissez-faire leadership

Keskes (2013) highlighted that different scholars like (Northouse 2013, Barua et al., 2015) had developed numerous models that try to examine the actions, behaviors, and character of individuals in leadership. Take, for example, Burns (1978) discovered transactional and transformational leadership concepts, while Bass (1985) went on to discover Laissez-faire

leadership. Saeed (2014) describes a laissez-faire leader as one who completely abdicates responsibility and runs away from major decision making, leaving the subordinates to take the initiatives in executing job responsibilities and tasks.

Verma et al. (2015) also add that laissez-faire leaders do not engage themselves in providing work responsibilities for the employees; the employees find the suitable initiative to carry out tasks and responsibilities on their own. The authors went on to identify two aspects of a laissez-faire leadership to include: the leaders assume that the subordinates already know the job and what to do at any given time, and the second aspect, that leaders hardly interfere in whatever the subordinates do, thus making them inadequate leaders. Laissez-faire leaders do not relate any decision to the subordinates nor involve themselves in any activity relating to decision making.

Northouse (2013) argues that the nonchalant behavior displayed by laissez-faire leaders might sometimes spring out of control leading to chaos, low employee productivity, inefficiency, and other unforeseen negative consequences. Keskes (2013) argued that laissez-faire leadership behavior is in clear contrast with the active leadership position of transactional and transformational leadership.

In regards to the banking sector, bank leaders should adopt more of a transactional and transformational leadership approach and less of a laissez-faire leadership approach unless where the situation involves members of highly skilled bank professionals who are self-motivated and very capable of working independently and direct supervision is not required to get the task done (Northouse, 2013).

2.6 LEADERSHIP STYLES AND EMPLOYEES PERFORMANCE

Several scholars and studies have often discussed the correlation between leadership style and employee's performance; most of the studies show that leadership style has a significant correlation with employees' performance, although the significances may be a positive or

negative correlation with employee's performance depending on the leadership style adopted by leaders of the organization (Fu-Jin et al., 2010).

This case study aims to explore the leadership styles adopted by GTB Abuja leaders and how it affects the employee's performance. The study adopted a multiple case study in reviewing related literature with the hope of finding new insight and discovery from the perspectives of the target study group, which includes the branch bank leaders in GTB Abuja and the bank employees in those branches. Academic and professional relevant literature is very vital in providing a basis for carrying out this study.

Fu-Jin et al. (2010) explain that when executives of an organization use their leadership style to show care, concern, and respect for the employees, their performance will improve. They will perform better in any given task because their job satisfaction is positively affected by good leadership style. Many studies suggested that an effective leadership style enhances employee performance, especially when faced with new challenges (McGrath & MacMillan, 2010). Having an understanding of the impact of leadership on organizational performance is very vital because many scholars see leadership as one of the key forces for improving organizations' performance. Effective leadership is viewed as a potent cause of management development and sustained competitive advantage for firm improvement performance (Boyd & Wright, 2012).

An instance of this is a transactional leadership style that helps an organization attain its objectives efficiently by linking excellent job performance to rewards and ensuring that resources are made available for the employees to get the job done (Zhu et al., 2015). Visionary leaders can create a strategic vision of the firm's future state, and they communicate that vision, model it, and build commitment towards that vision (McShane & Glinow, 2010). Scholars like Zhu et al. (2015) posit that visionary leadership somewhat leads to cohesion, trust, commitment, motivation, and enhances performance in the organizational environment.

Smith et al. (2016) believe that attention should be paid on the effect of leadership when an organization wishes to seek efficient ways to be ahead of the competition. Leadership plays a vital role in reshaping collective norms, coordinating collective action, and helping team members cope with their environments. This leadership-centred viewpoint has provided valuable insight into the correlation between leadership and team performance (Guzzo & Dickson, 2016). Judge et al. (2012) have tried to explore leadership's strategic role, investigating how to employ paradigms of leadership, and using leadership behaviors to improve organizational performance.

In general, the effect and impact of leadership style on employee's performance have not been well researched; scholars like (House & Aditya, 2017) also supported this argument that not enough has been done in studying the role leadership plays in employee performance as well as organizations performance in general. Also, not much work has been done on leadership effect on employees' performance in the banking sectors. This research hopes to bridge the gap and be able to explore the impact of leadership style on employee's performance in the banking sector as well as the overall performance of studied banks as a result of leadership style.

2.7 REVIEW OF EMPIRICAL WORK ON LEADERSHIP STYLES AND EMPLOYEES PERFORMANCE

One of the earliest popular researches on leadership was a study by (Nagle, 1960). The research tries to review the influence of supervisory leadership on workgroup performance. Their survey used 208 employees across 14 departments of a manufacturing company; the respondents completed 21 questionnaires relating to the attitude and approach towards supervisory style in different departments and the overall organizational success. When analysing the questionnaire, he found out that there was a high productivity rate among the workers attributed to the style that was deployed by the supervisor: mostly democratic and participative style. The

study concluded that there was a significant correlation between supervisory style deployed, workers' performance, and job satisfaction, based on empirical analysis and theories.

Melton & Hartline (2010) study on employee's job satisfaction, found out that their satisfaction most times solely depend on the leadership style of the management of their supervisors, when analyzing most of the respondent's response to the questionnaires, there was a trend that indicated that employee' job satisfaction transcends beyond the employee's as they affect the way they treat customers as well, that is, the more customers are satisfied, the more the business performance increase.

Obiwuru et al. (2011) research evaluate leadership styles' impact on organizational performance in a small-scale firm. The analysis from the study indicates that there exist traits of intellectual stimulation, Charisma, and individual consideration on the transformational leadership style, and it exerts positively but has an insignificant effect on employee's performance. The traits of transactional leadership considered for their study like contingent/constructive rewards, management by exception, all have a significant positive effect on employee performance and explain why there is a high proportion variation in performance. This study is of the conclusion that the transactional leadership style is highly appropriate in inducing workers' performance in small scale companies than the transformational leadership style. The study recommends that all small-scale companies and enterprises adopt transactional leadership but should strategize on how to transit to transformational leadership style as the company grows and develops.

Orazi et al. (2013) argued that effective leadership practices could not be overstressed when it comes to financial bank stability. They stated that banks should integrate an optimum leadership style, adopting more of a transformational leadership style by bank leaders and occasionally taking into account some aspects of transactional leadership approaches like advocating for rewards as an incentive for employees to perform well in any given task.

Tamkin (2012) explore certain strategies that effectively promote leadership within the banking organization. He interviewed 70 bank leaders, adopting a contrasted strategy that separates effective leaders from their peers. He also suggested that bank leaders in Nigeria need to carefully think in clear terms when and when not to act as leaders; he encourages bank leaders to nurture excellence and empower followers and establish a diverse leadership pipeline that will ensure continuity. Summing up his research, he advocated for more of a transformational and transactional leadership style by bank leaders in Nigeria and less of the *laisser-faire* leadership approach.

Dumbili (2013) describes the Nigerian banking sector as the fulcrum where the economy revolves. As such, if care is not taken with the leadership in that sector, it will be disastrous to the totality of the Nigerian economy. Fadar (2011) supported this argument, stating that Nigerian economic prosperity also depends on the banking sector's leadership style, which could drive growth, sustainability, and economic stability. Noting that Nigeria banks account to about 90% of all Nigerian financial assets in the nations stock market by values and volume of daily traded shares (Fadar, 2011), For this case, bank leaders must adopt the best leadership style that will sustain the stability of the banks bearing in mind the interdependency of the nation's economy and the banking sectors and the degree of effective leadership style behavior and employee's performance and overall performance of the organization.

Ojukuku et al. (2011) noted that some Nigerian banks had recognized some cases of unethical banking practices, bankruptcy, outright liquidation, financial distress, and bank mergers; they attributed this to be as a result of ineffective leadership practices and advocated for more transparent leadership behavior, adoption of a good leadership style by the bank leaders to avoid instability due to poor leadership. Inyang et al. (2014) recommended that the directing and organizing of bank leader's role must be effective to be able to sustain organizational

growth, that top leaders in the banking sector need to create effective leadership tools to sustain economic growth in general as failure can signify economic consequences for the entire nation. Wallace et al. (2013) stated that bank leaders should set the right tone to drive the entire organization towards doing what is right for the organizational progress and that bank leaders should enforce ethical leadership approach throughout the organization. In agreement with this, Ejimabo (2013) stated that bank leaders should ensure fair judgments are applied in all the bank dealings, be it compliance, marketing, sales employee relations, customer service, and all other bank engagements.

Raja (2015) greatly contributed to the existing empirical literature on the effect of leadership style on employee performance, research on the effect of leadership style on employee's performance in public and private sectors in India. Adapting a 95% confidence interval, the research established a negative correlation between laissez-faire leadership style and employee performance. He posited that employees under a laissez-faire leader perform poorly, and the organization did not attain their organizational goal.

Ojokuku et al. (2012) research on the impact of leadership style on organizational performance used a sample of 60 employees from the randomly selected bank in Ibadan, Nigeria. The research emphasized the importance of leadership style; the research regression analysis showed about 23% variation in employee performance. He posited that bank leaders should adopt democratic and transformational leadership style to stand the existing competitive tussles in the banking sector.

2.8 THEORETICAL FRAMEWORK

Several management researchers have identified some leadership style theories in the pursuit of organizational goals as follows:

2.8.1 Personality/Trait theories

Personality characteristics of a manager/leader are one of the most used antecedents of managerial effectiveness. Silverthorne (2010) states that some personality factors significantly correlate with managerial effectiveness; he argued that some managers in places like the United States, Taiwan, and Thailand sometimes describe themselves as more agreeable, more extroverted, conscientious, and less neurotic than some ineffective managers. United States managers do describe themselves as more open to a new experience. Yukl (2010) literature assessment of most relevant aspects of leadership effectiveness; he identified some basic leadership traits as follows: stress tolerance, high energy level, self-confidence, integrity, emotional maturity, socialized power motivation, low need for affiliation, and high achievement motivation. Other than these identified traits, personal Charisma is argued to be the most important aspect of effective leadership.

Bass & Avolio (1995) stated that even though charismatic leadership was accepted to be components of transformational leadership, it is still popularly researched in leadership literature. Numerous researchers like (House, 2010, Etzioni, 2011, and Shamir et al., 2013) have established several conceptualizations of charismatic leadership. Conger & Kanungo (2014) models for analyzing charismatic leader's behavior and how subordinates' attributes charisma to the leader, his analysis outlined six behavioral factors exhibited by a charismatic leader to be as follows: communication behavior and strategic vision, unconventional behavior, sensitivity to the environment, deviation from the status quo, sensitivity to the organizational employee's needs and personal risk. Their model paid more attention to charismatic leadership's behavioral aspect, which based their subordinate's attribution of Charisma.

Brodbeck et al. (2010) studied two notions, "Values and Behavioral intentions" believed to cause or lead to leadership action: Values were referred to as "far-from-action" concepts, whereas behavioral intentions were referred to as "close-to-action" concepts. Models for

investigating and differentiating these concepts were introduced by the researcher with trans-cultural perspectives; they found slim evidence for cultural differentiation and suggested that information processing concepts and habits interceded between close-to-action concepts and far-from-action concepts, that is to say, values and behavioral intentions are difficult to differentiate if situational variables and individual characteristics of leaders are not first taken into consideration.

2.8.2 Behavioral theories

Behavioral theories, also known as task-orientation vs. people-orientation, distinguish between task-orientation and people-orientation is one of the outcome searches for effective leadership behavior. Ekwall & Arvonen (2011) described an effective leader's behavior by categorizing them as employee-centred and change-centred. The concentration of employee's needs and development is called employee-centeredness, while change-centeredness is making changes, adapting to change, and pleading with people to accept the change. There is a significant positive relationship between change-centred leadership style and employee's job satisfaction, evaluations of the leader's competence, and organizational commitment according to research carried out by (Skogstad & Einarsen, 2010).

Blake & Mouton (2011) introduced the managerial grid theory and explained that an effective leader has a great concern for behavioral patterns, task-oriented, and relations-oriented to be the best behavioral conditions suitable for effective leadership. Similarly, Misumi & Peterson (2015) argued that effective leaders are best described as high in both maintenance and performance behavior.

Investigating task-oriented behavior distinctions, Casimir (2010) researched the timing of elucidation of consideration and task-oriented behaviors; he discovered that combinative traits of leadership style had a vital effect on employee's perception of support and pressure, and it is always hard for leaders to provide pressure in manners that are acceptable to the employees.

Studies also found out that the employees prefer their leaders to caution them psychologically with support immediately before giving them instructions as they dislike receiving instructions under much pressure. Carroll et al. (2015) found out that leaders who treat and behave in appropriate manners to the subordinates are rated higher on competence than leaders that behave somewhat inappropriate. This shows that subordinate's perception of leadership style has a great impact on understanding leadership in general.

The behavioral approach is considered to be one of the oldest and popular tools used in examining leadership. People and task orientation differentiation is still a popularly used taxonomy and has made an impact on the study of leadership. Based on this, one can see that leaders who behave appropriately receive high praise, and the workers tend to perform exceedingly.

2.8.3 Contingency theories

This model was championed by Fiedler (1967) for leadership, where he proposed that for a group to perform effectively, it is dependent on the leadership style of communicating with the subordinates and the level to which the circumstances give influence and control to the leaders. That is to say; a peculiar leadership style affects differently in different situations. The rationale for this model is to show leadership styles and the different circumstances and identify the appropriate combination of leadership styles (Johnson, 2011).

Using this contingency theory to analyse leadership style and employee's performance, one can say that leaders ought to study the given circumstances and be able to adopt the most suitable leadership style to that particular situation so that the employees can perform exceedingly in any given task.

2.8.4 Gap in Knowledge

Relevant studies on leadership style and employee performance are scattered across the globe. Evidence on the effect of leadership style on employee performance also differs among

scholars. Some of the reviewed literature consistently supports the notion that transformational and transactional leadership styles are positively significant to employee performance and that transformational leadership style affects employee performance is more pronounced than transactional leadership style (Kehinde & Bajo, 2014). While many scholars posit that laissez-faire leadership the style has a bad effect on employee performance because of their nonchalant attitude and absentee towards leadership, some other scholars like Gimuguni et al. (2014) and Aboushaqah et al. (2015) states that the laissez-faire leadership style has a positive relationship with employee performance, thereby making the evidence on laissez-faire to be inconsistent. From the previous literature review, there seems to be a dearth of work on the inferences of leadership style on employee's performance in the Nigerian banking sector. Previous studies did not do justice to the issue relating to leadership style and employee performance in the Nigerian banking sector, most especially in Guarantee Trust Bank, Abuja. Many scholars have tried to measure the impact of leadership style on employee's performance. However, there is not enough research on the impact of leadership style on employee's performance in the banking sector in Nigeria. What leadership style do bank managers in Nigeria use; how does the style of bank managers' leadership style affect the performance of the employees, What can be done to improve the leadership style in the Nigerian banking sector. At the end of this research, the research intention is to bring light and answer to the aforementioned banking dilemma in Nigeria.

3 CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter explains the methodology adopted for this research and also considers the study area Guaranty Trust Bank PLC Abuja. It will also explain the sample data, source of data, research design, research analysis, questionnaire design, and other research analysis aspects.

To actualize the aim of this research, the normative survey method was used to investigate the correlation between leadership style and employee performance in GTB Abuja. The study population is all managers and employees of GTB Abuja. The sample size was randomly selected among the bank managers and bank employees. Ten bank managers were randomly selected, and 50 bank employees were randomly selected as well. The final research sample for this research consists of 10 GTB Abuja bank managers and 50 GTB Abuja bank employees.

3.2 Research Instrument

In this section, the research carefully considered the best suitable instrument to use to generate data and analysis for the research's overall success. As this research entails two main variables, namely, leadership style and employee performance, the Multifactor leadership Questionnaire (MLQ 360) was adopted in creating the questionnaire. This research instrument was developed firstly by Bass and Avolio in 1985. This research instrument has been revised of recent is Bass and Avolio (1995), which was revised to measure transformational and transactional leadership styles. For this research, MLQ 360 was used because it helps to focus on the research purpose when creating the questionnaire. MLQ 360 is the combination of leader form and rater form. Both forms were adopted to know the employee's perspectives and the managers' perspectives as well. The MLQ 360 questionnaires were designed for this research to capture the research aim, which is the effect of leadership style on employee's performance in GTB Abuja. The questionnaires were structured in such a way that it captures all the leadership styles identified in the literature review; Laissez-faire leadership, where the leaders are known as absentee leaders and avoid taking up responsibilities. Transformational leadership where leaders inspire and motivate employees to perform exceedingly in any given task. Transactional leadership, where leaders use incentives and rewards to get employees to perform well in any given task. Autocratic leadership where leaders act as superiors and give no room for contribution to any policy or decision-making process.

The MLQ 360 allows the research to analyse the leader's self-assessment and how the peers, superiors, subordinates, and followers perceived the leadership behaviors (Avolio, 2010). For this research, the MLQ 360 questionnaire was divided into four sections. The first section is the demographic section; this section was answered by both the bank managers and the bank employees. The second section is the leadership style and behaviour; this section was only answered by the employees to get their take on what they think their managers' qualities and features, and the managers' behaviour to tell the type of leadership style the employees think their managers apply. The third section is the employee's performance section answered by only the employees. This section was designed to help the researcher answer the key research question about the effect of leadership style on employee performance. In this section, the employees were able to tell how they perform based on the managers' leadership. The last section was designed to be answered by only the managers, and this is to get the managers' perspective of what leadership they think they apply to their employees.

3.3 RESEARCH DESIGN

When the research methodology has been determined, the next stage is to determine the suitable research design for the proposed research topic to answer the research question (Patton, 2014). The structure and plan of investigation that a researcher wishes to apply to generate data/answers to the research question are termed a research design (Birchall, 2014). A case study is usually appropriate when exploring complex issues within a constrained system (Sign, 2014). For this research, a case study research design to help explore research issues were adopted within a bounded system to capture the overall complexity and the essence of the research subject. Using a case study research design improves the level of flexibility that other research methodologies cannot provide (Hyett et al., 2014).

The case study application can help a researcher explore a real-life phenomenon by establishing a richer connotation compared to other quantitative research designs (Cronin, 2014). A case

study allows a researcher to capture a specific case or case and capture the complexity of the situation been examined (Hyett et al., 2014). The application of a case study establishes a platform to gather rich data from a focus group and extract data from reviewed documents to interpret them to answer (s) to the underlying research question (Yin, 2014).

Also, applying a case study research design gives scholars and researchers the ability to utilize original data sources like documents, observations, interviews, and questionnaires (Yin, 2014).

Yin states that a case study entails exploring a phenomenon in its real-world context, most especially in some situations where the boundaries between a context and phenomenon are somewhat unclear.

There are other research designs that researchers use like narrative research design. However, the narrative research design was not appropriate for this study because it entails the chronicling order of a story regarding a single person and a primary theme that will emerge across the narrative (Tisdell & Tobin, 2015). The phenomenology research design was not used for this study because it entails a description of the quality lived experience. It is only appropriate if the research is a phenomenon without a specific quantitative parallel (Khan, 2014). Ethnography design, which involves studying a group of individuals and cultures, was not used for this study because the intent of this study will not be captured if ethnography was adopted (Raab, 2013). This research aimed to explore the bank leader's leadership style and its effect on employee behavior. A grounded theory technique that is useful for generating a hypothesis and theoretical models would have been unsuitable (Birchall, 2014). A case study offers the most appropriate inquiry method in exploring bank leader's leadership styles and their effects on employee performance.

For this research it is designed to specifically focus on the study area Guaranty Trust Bank PLC, Abuja, and the bank employees and management. Questionnaires were administered to

the research area, and data generated were analysed, and based on the research findings, recommendations, and conclusions were drawn.

3.4 STUDY POPULATION AND SAMPLING

Good sampling is a vital aspect of a quantitative research process because it aids in achieving the objective of the research (Robison, 2014). This research population consists of 10 bank managers and 50 bank employees from the 10 GTB branches in Abuja, Nigeria. In quantitative research, the sample size is critical and somewhat challenging when deliberating on the number of participants to use (Ritchie et al., 2013). The sample size can range from one to multiple participants for a case study. According to Price & Jenkins (2014), a small sample size yields a deeper and richer meaning of respondent's experiences to the problem. This research chose the ten branch managers of GTB Abuja who were willing to participate and have a vast knowledge and expertise of the research topic, and 50 employees were randomly selected from the respondents to be able to analyse the response without making it complex. Survey links were sent to them via emails as the bank branches were notified beforehand to engage their staff in an ongoing study. For bank managers, purpose sampling was used because of their knowledge and expertise. In contrast, random sampling was used for the bank employees to choose from the best respondents and those who completed the entire questionnaire (Poulis et al., 2014).

The research population was bank staff at Guaranty Trust Bank PLC Abuja comprising bank managers/leaders and bank employees. GTB data shows that there is a total of 250 staff in Abuja as a whole.

3.5 SOURCES OF DATA

For this research, two sources were adopted; firstly, the primary source which entails administering the questionnaire to the respondents, which include the employees of Guaranty

Trust Bank Abuja. It was done to obtain accurate, unbiased information on employees' performance as impacted by leadership in GTB, Abuja.

Information and data from other researchers, articles, publications, and books were used as the secondary data source. Related works on the research topic and research area were used as secondary data sources. The aim was to make an inference based on previous works on the research topic and find the link and gap with the present research.

3.6 SAMPLING SIZE AND TECHNIQUE

For this research, 60 employees of Guaranty Trust Bank Plc Abuja were selected from the sample population. Even though the questionnaires were sent to about 100 GTB Abuja employees during data analysis, only 60 respondents were selected through a random sampling methodology. The reason for this is to give each member of the research population a chance of being selected as it will not be possible to get the entire study population to respond to the questionnaires. Sixty respondents were chosen, 50 employees, and ten managers. It was done to eliminate all biases and allow both the employees and the management of GTB to help in solving the research question, which is the Impact of Leadership Style on Employees Performance in Guaranty Trust Bank Abuja.

3.7 METHOD OF DATA COLLECTION

The aim of this section is to analyse the instruments and the techniques used for data collection. Yin (2014) suggested the use of multiple data collection methods to enhance research credibility. The data for this research were collected using a structured self-completed research questionnaire, which was administered to the target population via a survey link to their emails and bank's social media platform, and the respondents were collected after a week. Primary data was collected from the respondents, and secondary data were collected via related literature and relevant studies.

The questionnaires for this research were separated into three sections. The first section was the demographic information of the target population, such as the respondents' job title, the number of years in the bank, the current position, Etc. The second section adopted Avolio & Bass leadership questionnaire (MLQ 360 developed by Avolio and Bass (1994) and revised by Avolio and Bass (2004). It is an instrument used to study or measure leadership styles. Questions were constructed and modified to suit the research context, and the third section was used to cover the employee's performance in the bank.

3.8 Survey Methodology

The respondents' method to respond to a set of questions is termed a questionnaire (Northouse, 2015). The questionnaire is used because it reaches many respondents in a short period, better than the interview that takes time to get to the respondents. Another advantage of choosing a questionnaire in place of the interview is because it allows the respondents to choose the best suitable time to answer the questionnaire (Bryman, 2010). The survey method was chosen for this study to avoid the stress of administering hardcopy questionnaires to the respondents as some may misplace it, and the collection as well is very complex. However, a survey method is safe and easy to administer and easy to recover from the respondents in due time (Bryman, 2010). Also, a survey method was adopted for this research because it was hard to administer hardcopy questionnaires to the respondents due to the coronavirus pandemics. The researcher was unable to travel to conduct this research, reached out to the bank via email and their website, and sent the survey link to them.

3.9 QUESTIONNAIRE DESIGN

This research developed a structural questionnaire, and it is divided into two parts; the first part deals with the respondents' demographic and personal data. The second part of the questionnaire adopted Northouse's (2015) analysis of structural questionnaires to identify the leadership style of a firm and analyze the leadership style and employee behavior.

The respondents were asked to answer the following as their response to each of the questionnaire questions.

1. Strongly agree
2. Disagree
3. Neutral
4. Agree
5. Strongly disagree

All the questionnaire questions are all related to the research topic, which is the impact of leadership style in employee's behavior in GTB Abuja. The data and information obtained from the questionnaire were used to present and analyze this research only.

3.10 TECHNIQUES OF DATA ANALYSIS

The data analysis techniques for this research include tables, frequency, and some simple percentage procedures for data analysis and presentation. This method was only used because of its simplicity and did not involve many mathematical calculations, and it gives clear information.

4 CHAPTER FOUR: ANALYSIS AND FINDINGS

4.1 INTRODUCTION

This research aims to study the impact of leadership style on employee' performance in Guarantee Trust Bank plc, Abuja. One hundred questionnaires were distributed to the bank employees. However, the target respondents were 50 employees; 20 questionnaires were distributed to the bank managers. However, ten respondents were the target. In this chapter, the presentation and analysis of collected data in the course of this study and regression analysis will be run to test the study hypothesis using percentages and SPSS.

4.2 DATA ANALYSIS

After the data coding, Statistical Package for the Social Science (SPSS) was used to process the preliminary response distributions for each MLQ 360 questionnaires. A value was selected as an identifier of the SPSS program outcome. Independent variables were identified using Rater form multifactor leadership questionnaire (MLQ 360) as revised by Bass and Avolio (1995).

The correlation analysis was used to analyse the correlation coefficient to establish the relationship between leadership style and employee performance in GTB Abuja.

Regression analysis was used to determine the effect of leadership style adopted by a bank manager on employee performance.

4.2.1 PART A. Demographic Analysis

Table 4.2.1: Age distribution of the respondents

Age	Frequency	Percentage
20- 29	19	31.67%
30- 39	21	35%
40- 49	14	23.33%

50- 59	6	10%
Total	60	100%

From the above table, it can be seen that out of the 60 respondents, about 31.67% of the respondents are between 20-29 years, respondents between 30-39 of age made up for about 35% of the respondents, 23.33% of the respondents are between the age of 40-49, 10% of the respondents are between the age of 50-59. Table 4.2.1 shows that majority of the respondents are relatively young adults.

Table 4.2.2: Distribution of educational qualifications of respondents

Educational qualification	Frequency	Percentage
Diploma	0	0
University	38	63%
Masters	22	37%
Total	60	100%

Table 4.2.2 shows that about 38 of the respondents all hold a university degree which represents 63% of the total respondents and about 37% of the respondents have a master's degree. There was no diploma degree holder among the respondents. This demonstrates that the respondents were of high educated class, this also supports some reviewed literatures that posits that the higher the educational qualification the better the performance and leadership most especially for managers, their intellectual ability plays a vital role in their leadership ability according to studies from ().

Table 4.2.3: Distribution of how long respondents have been working at GTB?

Number of years	Frequency	Percentage
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Under 2years	10	17%
3- 5years	24	40%
5- 10years	10	17%
10- above	16	27%
Total	60	100%

From table 4.2.3, it can be seen that 10 respondents have been working at GTB under 2years which represents 17% of the total respondents, 40% of the respondents have been working at GTB for 3-5 years, about 17% of the respondents have been with GTB for about 5-10 years, 27% of the respondents have been with GTB for 10years and above. This somewhat demonstrates that the respondents are well aware about the overall operations of GTB management affairs.

4.2.4: Distribution of how respondents are employed at the bank?

Method of employment	Frequency	Percentage
Full-time	58	98%
Part-time	0	0%
casual	1	2%
Total		100%

Table 4.2.4 shows that majority of the respondents are fully employed staff of GTB about 98% of the respondents are fully employed, only about 2% of the respondents work with GTB as casual employees. The above table demonstrates that majority of the respondents are actively employees who work every day and are able to witness day to day affairs of the bank.

Table 4.2.5: Distribution of how long respondents have been working under direct supervisor

Duration under supervision	Frequency	Percentage
Under 2years	11	18%
2- 4years	17	28%
4- 6years	10	17%
6years- above	22	37%
Total	60	100%

Table 4.2.5 helps to show how long the respondents have been working under direct supervision in their different post at GTB, 18% of the respondents have been working under direct supervision for about 2years now, 28% of the respondents said to have been under their direct supervisor for about 2-4 years whereas 17% of the respondents have been under supervision for 4-6 years and about 37% of the respondents have been under their direct supervision for about 6years and above now. This shows that majority of the respondents have spent many years with their supervisors and are able to tell how their leadership affects their daily performance.

Table 4.2.6: Distribution of how many employees are there in respondents branch location in total?

Number of employees at the branch location	Frequency	Percentage
Under 20	24	40%
21- 40	36	60%

41- above	0	0%
Total	60	100%

In table 4.2.6 shows how many employees are in respondents GTB branches. 40% of the respondents said to have under 20 employees at their branch and about 60% of the respondents said to have between 21 to 40 employees at their branch. No respondent indicated to have above 40 employees at their branches. This shows that the branches are not over populated so it will be easier for the managers to oversee the affairs of the banks and the performance of the employees, this goes to support management theory that posits that the lesser the number of employees under a manager the more competent and efficient the manager can direct them.

PART B: Research Objective one: Analysis of Leadership Style

Table 4.2.7: Employees need to be supervised closely or they are not likely to do their work

Respondents	Frequency	Percentage
Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	0	0%
Disagree	5	10%
Strongly disagree	41	85%
Total	48	100%

Table 4.2.7 illustrates that 2% of the respondents strongly agree with the above notion that employees need to be closely supervised or they are not likely to do their work, 2% of the respondents agree while 10% of the respondents disagree and 85% of the respondents strongly

disagree. This shows that employees do not necessarily require their managers directives or supervision to perform their work effectively as posited by the majority of the respondents. Only an authoritarian manager believes that employees need close marking to perform their duties effectively, other forms of leadership style especially transformational leadership trust in the employee's ability to work on their own and still be able to perform exceedingly.

Table 4.2.8: Keeping all authority to himself

Respondents	Frequency	Percentage
Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	0	0%
Disagree	5	10%
Strongly disagree	41	85%
Total	48	100%

Table 4.2.8 shows that the notion that bank manager keeps all authority to himself was not supported by majority of the respondents, about 85% of the respondents strongly disagree, 10% disagree whereas only about 2% strongly agree and 2% agree. From the studied literatures, it shows that authoritarian leaders mostly keep all the authority to themselves, other forms of leadership style delegates sometimes to their subordinates, mostly transformational leaders which most vital attributes is their integrating and engaging subordinates in some decision makings.

Table 4.2.9: Making surprising checks to his employees.

Respondents	Frequency	Percentage
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Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	2	4%
Disagree	13	27%
Strongly disagree	31	65%
Total	48	100%

Table 4.2.9 shows that the notion that bank managers make surprising check on its employees are not strongly supported by the respondents as 65% of the respondents strongly disagree while 27% of the respondents disagree, 2% strongly agree and only 2% of the respondents agree.

Table 4.2.10: He is always the decision maker

Respondents	Frequency	Percentage
Strongly agree	1	2%
Agree	2	4%
Neither agree nor disagree	0	0%
Disagree	14	29%
Strongly disagree	31	65%
Total	48	100%

From table 4.2.10, the respondent's response demonstrated that their bank managers are not always the decision maker, only about 2% and 4% of the respondents strongly agree and agree

respectively whereas about 29% of the respondents disagree while 65% of the respondents strongly disagree with the assumption. In most leadership style studied for this research, most leaders consult their subordinates in most decision-making process especially transformational leaders and transactional leaders.

Table 4.2.11: Act as a leader in discussion.

Respondents	Frequency	Percentage
Strongly agree	1	2%
Agree	2	4%
Neither agree nor disagree	1	2%
Disagree	11	23%
Strongly disagree	33	69%
Total	48	100%

Table 4.2.11 shows that majority of the respondent's managers do not act as leaders in discussions, they give room for others to chip in their suggestions as well, 69% of respondents strongly disagree that their managers acts as leaders in discussion while 23% disagree with the notion, only about 4% agree and 2% strongly agree. This table demonstrates that managers of respondents incorporate them in discussions and listen to their opinions during discussions, this is a strong attribute of a transformational leadership style.

Table 4.2.12: He has no strong relationship with his subordinates

Respondents	Frequency	Percentage
Strongly agree	1	2%

Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	15	31%
Strongly disagree	32	67%
Total	48	100%

Table 4.2.12 shows that 67% of the respondents strongly disagree that their manager has no strong relationship with their subordinates, 31% of the respondents disagree with this notion as well while only 2% of the respondents strongly agree with this notion. One of the features of a good leader is how they relate with their subordinates. The reviewed literatures were able to demonstrate how different leaders display their leadership styles, the notion above is a feature of an autocratic leader and from the table, one can deduce that the managers of the respondents are not autocratic managers.

Table 4.2.13: Dealing with his subordinates like he is giving orders.

Respondent	Frequency	Percentage
Strongly agree	2	4.16%
Agree	0	0%
Neither agree nor disagree	1	2%
Disagree	13	37%
Strongly disagree	32	66.66%

Total	48	100%
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Table 4.2.13 shows that majority of managers in the respondent's bank do not deal with them like they are giving orders, 66.66% of the respondents strongly disagree with this notion, 37% disagree. Only 4.16% agree and 2% neither agree nor disagree. As the majority of the respondents disagree that their managers do not give orders, one can then assume that their manager deals with them in a respectful manner, which is a feature of transformational leadership style and sometimes features transformational, laissez-Faire leadership style as well.

Table 4.2.14: He is committed to deadlines

Respondent	Frequency	Percentage
Strongly agree	2	4.25%
Agree	20	42.44%
Neither agree nor disagree	13	27.65%
Disagree	6	12.76%
Strongly disagree	6	12.76%
Total	47	100%

Table 4.2.14 shows that 42.44% of the respondents agree that their managers are committed to deadlines while 27.65% of the respondents neither agree nor disagree, 12.76% of the respondents disagree and 12.76% of the respondents strongly disagree. Reviewed studies on leadership shows that most managers are committed to deadlines however they give reasonable and realistic deadlines especially transformational leaders in most cases.

Table 4.2.15: Acting without consulting any of his subordinates

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	7	14.58%
Strongly disagree	40	83.3%
Total	48	100%

Table 4.2.15 shows that 83.3% of the respondents strongly disagree that their manager acts without consulting the subordinates, 14.58% of the respondents disagree while only 2% of the respondents agree that their manager acts without consulting the subordinates. A good manager/leader consults their subordinates when making decisions in most cases so as to keep up to speed with possible changes and get their take, transformational managers and transactional leaders in some cases consult their subordinates.

Table 4.2.16: Asking for commitments via orders and formal rules

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	5	10%
Disagree	3	6.25%

Strongly disagree	39	81.25%
Total	48%	100%

Table 4.2.16 shows that 81.25% strongly disagree that their supervisors asks for commitments via orders and formal rules, 6.25% of the respondents disagree with this notion whereas about 10% neither agree nor disagree and 2% agree. This demonstrates that majority of supervisors/managers in the respondent's branches do not ask for commitments via orders or any formal rules rather they treat each subordinate with respect and great regards as seen in the literature review to be the feature of transformational leadership style.

Table 4.2.17: Work is more important than human relationship

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	1	2%
Disagree	6	12.5%
Strongly disagree	40	83.3%
Total	48	100%

Table 4.2.17 shows that supervisors/managers of the respondent's branches do not see work to be more important than human relationship. 83.3% of the respondents strongly disagree that their supervisors see work to be more important than human relationship while 12.5% disagree, 2% neither agree nor disagree and 2% agree. A good leader believes that a cordial relationship

with subordinates are very important to enhance employee's performance. Only an autocratic leadership style views work to be more important than human relationship.

Table 4.2.18: Makes expectations clear.

Respondent	Frequency	Percentage
Strongly agree	9	18.75%
Agree	19	39.58%
Neither agree nor disagree	12	25%
Disagree	7	14.58% %
Strongly disagree	1	2%
Total	48	100%

Table 4.2.18 shows that about 39.58% of the respondents agree that their supervisors make expectations clear, 18.75% of the respondents strongly agree, 25% of the respondents neither agree nor disagree, 2% of the respondents strongly disagree and 14.58% of the respondents disagree. It is always good for supervisors and managers to make expectations clear for the employees to have a clear knowledge of what is expected of them in any given task assigned to them.

Table 4.3.19: Takes actions before problems are chronic.

Respondent	Frequency	Percentage
Strongly agree	10	20.83%
Agree	23	47.9%
Neither agree nor disagree	8	16.66%

Disagree	5	10.4%
Strongly disagree	2	4%
Total	48	100

Table 4.2.19 shows that most managers in respondents branch take action before problems are chronic. About 47.9% agree that their supervisors take adequate actions in handling situations before it becomes chronic. 20.83% strongly agree, 16.66% neither agree nor disagree, 10.4% disagree and only 2% disagree. It is always important for supervisors/managers to take all necessary precautions and measures to handle any rising situations before it becomes uncontrollable and affect the overall performance and affairs of the bank.

Table 4.2.20: Tells us the standards to carry out work

Respondent	Frequency	Percentage
Strongly agree	8	16.66%
Agree	28	58.33%
Neither agree nor disagree	4	8.33%
Disagree	3	6.25%
Strongly disagree	5	10.4%
Total	48	100%

Table 4.2.20 shows that about 58.33% of the respondents agree that their supervisors tell them the standard to carry out their work, 16.66% strongly agree, 8.88% neither agree nor disagree, 10.4% strongly disagree and 6.25% disagree. Good leaders specify to the subordinate the standard to be adopted when executing any task as this acts as a blueprint to the subordinates on how to carry out the given task according to the specification given to them by the superiors.

Table 4.2.21: Works out agreements with us

Respondent	Frequency	Percentage
Strongly agree	7	14.58%
Agree	14	29.16%
Neither agree nor disagree	19	39.58%
Disagree	5	10.41%
Strongly disagree	3	6.25%
Total	48	100%

Table 4.2.21 shows that about 39.58% of the respondents neither agree nor disagree that their supervisors works out agreement with them, 14.58% strongly agree, 29.16% agree that their managers works out agreement with them in carrying out their role at the bank nonetheless, 10.41% disagree and 6.25% strongly disagree. Working out agreement with employees is a strong feature of a transactional leadership style, so the most respondents are not quite sure if their managers works out this agreement with them or not.

Table 4.2.22: Monitors my performance and keeps tracks of my mistakes

Respondent	Frequency	Percentage
Strongly agree	9	18.75%
Agree	5	10.41%
Neither agree nor disagree	17	35.41%
Disagree	13	27%

Strongly disagree	4	8.33%
Total	48	100%

In table 4.2.22 shows the distribution of the response to the notion that their managers monitor their performance and keeps track of their mistakes, about 35.41% of the respondents neither agree nor disagree, 18.75% strongly agree and 10.41% agree. However, 27% of the respondents disagree with this assertion and 8.33% of the respondents strongly disagree. Monitoring of employees are features of autocratic leadership; in this table it can be seen from the respondents that some of them believe that in some cases their manager monitors their mistakes whereas majority of the respondents neither agree nor disagree.

Table 4.2.23: Showing flexibility in dealing with others

Respondent	Frequency	Percentage
Strongly agree	35	72.9%
Agree	10	20.83%
Neither agree nor disagree	3	6.5%
Disagree	0	0%
Strongly disagree	0	0%
Total	48	100%

Table 4.2.23 shows the responses on the notion that their managers/supervisors show flexibility in dealing with others. 72.9% of the respondents strongly agree to this notion, 20.83% agree while 6.5% neither agree nor disagree. Showing flexibility in dealing with others is an attribute of transformational leadership style according to the reviewed literatures for this study. None

of the respondents disagree nor strongly disagree which shows that majority of the respondents agree to this notion.

Table 4.2.24: Using subordinate’s opinion to solve work problems.

Respondent	Frequency	Percentage
Strongly agree	34	70.83%
Agree	13	27%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.24 shows that majority of the respondents agree that their manager uses subordinate’s opinion in solving work problems. About 70.83% of the respondents strongly agree, 27% agree and 2% strongly disagree. During the course of this research and studying of different leadership styles, one of the strong features of a transformational leader is the ability to engage their subordinates and ask for their opinion and able to apply some of their opinions in solving work problems making them feel included in the company decision processes.

Table 4.2.25: Raises confidence among the subordinates.

Respondent	Frequency	Percentage
Strongly agree	31	64.58%
Agree	14	29.16%

Neither agree nor disagree	0	0%
Disagree	1	2%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.25 shows the responses to the notion that their manager raises confidence among the subordinates, from the table it can be seen that 64.58% of the respondents strongly agree, 29.16% agree, only 2% of the respondents strongly disagree and 2% disagree. From the literature raising confidence among the subordinates is a strong feature of a transformational leadership style.

Table 4.2.26: Working to satisfy the psychological needs of the subordinates

Respondent	Frequency	Percentage
Strongly agree	22	45.83%
Agree	24	50%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	2	4.17%
Total	48	100%

Table 4.2.26 shows that 45.83% of the respondents strongly agree that their managers work to satisfy the psychological needs of the subordinates, 50% of the respondents agree and 4.17% strongly disagree. This shows that majority of the respondents agree that their managers work to satisfy their psychological needs. Working to satisfy the psychological needs of the

subordinates is a strong feature of a transformational leadership style according to the reviewed literatures.

Table 4.2.27: Help his subordinates to develop work ability

Respondent	Frequency	Percentage
Strongly agree	36	75%
Agree	11	23%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.27 shows that about 75% of the respondents strongly agree that their managers help their subordinates in developing work ability, 23% agree and only 2% strongly disagree. Transformational leaders help to develop their subordinates work ability according to the reviewed literatures for this study.

Table 4.2.28: Allow his subordinates to think and initiate

Respondent	Frequency	Percentage
Strongly agree	46	96%
Agree	1	2%
Neither agree nor disagree	0	0%

Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

In Table 4.2.28, 96% of the respondents strongly agree that their managers allow the subordinates to think and initiate, 2% agree and only 2% strongly disagree. Allowing subordinates to think and initiate is a strong feature of transformational leadership style, this means that majority of the respondents are of the notion that that their managers exhibits features of a transformational leader.

Table 4.2.29: Discusses his new thoughts with his subordinates

Respondent	Frequency	Percentage
Strongly agree	38	79.16%
Agree	9	18.75%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.29 shows that 79.16% of respondents strongly agree that their managers discuss their new thoughts with the subordinates, 18.75% agree and 2% strongly disagree. A good leader does sometimes discuss their new ideas and thoughts with the subordinates to get their opinion, this is a strong feature of a transformational leadership style in the literature reviewed.

Table 4.2.30: Give feedbacks to his subordinates in work performance

Respondent	Frequency	Percentage
Strongly agree	38	79.16%
Agree	9	18.75%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.30 shows that 79.16% of respondents strongly agree that their managers give feedbacks to the subordinates in work performance, 18.75% agree and about 2% strongly disagree. Subordinates learn more and improve when feedback is given for work performance. From the literature above transformational leadership style gives room for feedback from leaders to their subordinates for improvement.

Table 4.2.31: Stimulate his subordinates for distinguishing performance level

Respondent	Frequency	Percentage
Strongly agree	22	46%
Agree	24	50%
Neither agree nor disagree	1	2%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.31 shows the distribution of responses on if their manager stimulates subordinates for distinguishing performance level, 50% of the respondents agree, 46% strongly agree, 2% neither agree nor disagree and 2% strongly disagree. From the percentage, one can see that majority of the respondents agree. Managers stimulate and inspire their subordinates to enhance their performance level especially in transformational leadership style and sometimes transactional leadership style.

Table 4.2.32: Work to increase the sense of belonging among subordinates in the Bank

Respondent	Frequency	Percentage
Strongly agree	23	48%
Agree	24	50%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

Table 4.2.32 shows that 48% strongly agree, 50% agree, 2% strongly disagree. Making subordinates have a sense of belonging in an organization is a key feature of a transformational leader, so one can deduce that majority agree that their manager is a transformational leader in this regard.

Table 4.2.33: Allocating Mandates and authorities in a random way

Respondent	Frequency	Percentage
Strongly agree	35	73%

Agree	11	23%
Neither agree nor disagree	1	2%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

In table 4.2.33, 73% of the respondent strongly agree, 23% agree, 2% strongly disagree and 2% neither agree nor disagree. Randomly allocating mandates is a feature of a transactional leadership style and most times transformational leadership as well.

Table 4.2.34: He is not an active supervisor

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	0	0%
Disagree	7	15%
Strongly disagree	39	81%
Total	48	100%

Table 4.2.34 shows that 81% strongly disagree, 15% disagree, 2% agree and 2% strongly agree. This shows that the managers of the respondent's bank branches are active in their role as agreed by the majority of the respondents. Only Laissez-faire leadership style that the managers display an inactive behavior according to the above reviewed literatures.

Table 4.2.35: Doesn't have the ability to affect his subordinates

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	11	23%
Strongly disagree	36	75%
Total	48	100%

Table 4.2.35 shows 75% strongly disagree that their managers does not have the ability to affect their subordinates, 23% disagree and 2% strongly agree. This means that the majority of the respondents agree that their managers have the ability to affect their subordinates, which is a good feature of transformational and transactional leadership style.

Table 4.2.36: Avoid work responsibility

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	1	2%
Neither agree nor disagree	0	0%
Disagree	19	40%
Strongly disagree	28	58%
Total	48	100%

Table 4.2.36, shows that 58% strongly disagree, 40% disagree and 2% agree. Laissez-faire leaders have been criticized for avoiding work responsibilities most of the time. From the responses, one can argue that the managers are not laissez-faire leaders.

Table 4.2.37 Avoid upsetting subordinates even on the account of work

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	2	4%
Neither agree nor disagree	24	50%
Disagree	20	42%
Strongly disagree	2	4%
Total	48	100%

In table 4.2.37, 50% of the respondents neither agree nor disagree, 42% disagree with this assertion, 4% agree and 4% strongly disagree. This shows a conflicting response among the respondents on this particular issue. Laissez-faire leaders do have this attribute of trying not to upset subordinates at the same time not being active to correct any mistake from the subordinates.

Table 4.2.38 Leaving the decision mandate to subordinates

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	1	2%
Neither agree nor disagree	9	19% %

Disagree	17	35%
Strongly disagree	21	44%
Total	48	100%

Table 4.2.38 shows that 44% strongly disagree that their manager leaves the decision-making mandate to the subordinates, 35% disagree, 19% neither agree or disagree, and 2% agree. Seen from the percentage distribution majority of the respondents disagree mostly cause their manager is not a Laissez-faire leader who leave decisions to the subordinates according to the literature review above, other leaderships styles like transformational and transactional though they engage subordinates in decision making but they do not leave the decision-making process for the subordinates to make, that would take away their leadership responsibility.

Table 4.2.39 He is usually absent from work

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	0	0%
Disagree	13	27%
Strongly disagree	32	67% %
Total	48	100%

Table 4.2.39 shows 67% strongly disagree, 27% disagree, 2% agree and 2% strongly agree. This shows that the respondent's managers are mostly at work and actively involved at work except for a Laissez-faire leader that is always absent at work.

Table 4.2.40 He is careless with work details

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	6	13%
Strongly disagree	41	85%
Total	48	100%

In table 4.2.40, shows that 85% strongly disagree, 13% disagree, 2% strongly agree. From the table, it shows that managers of the respondents' banks are very careful with work details and this are good attributes of a good leadership style in exception of Laissez-faire leadership style.

Table 4.2.41 Allows his subordinates to postpone work

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	2	4%
Neither agree nor disagree	5	10%
Disagree	18	37%
Strongly disagree	23	48%
Total	48	100%

Table 4.2.41 shows majority of the respondents strongly disagree that their managers allows subordinates to postpone work. 37% disagree, 10% neither agree nor disagree and 2% agree. This supports the literature that a good leader manages the time and affairs of the subordinates effectively like leaders in transformational and transactional leadership style.

Table 4.2.42 He doesn't prepare plans for actions

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	2	4%
Neither agree nor disagree	0	0%
Disagree	10	21%
Strongly disagree	36	75%
Total	48	100%

Table 4.2.42 shows that 75% strongly disagree, 21% disagree and 4% agree. As the majority of the respondents strongly disagree it shows that majority of respondent's managers plan for actions in any given situation and this is a good attribute of transformational leadership and sometimes transactional leadership style.

Table 4.2.43: Doesn't affect his subordinates

Respondent	Frequency	Percentage
Strongly agree	0	0%

Agree	1	2%
Neither agree nor disagree	1	2%
Disagree	2	4%
Strongly disagree	44	82%
Total	48	100%

In table 4.2.43, shows 82% strongly disagree, 4% disagree, 2% agree and 2% strongly agree.

From the table, it shows that managers of the respondents' bank branches have an effect of them.

Table 4.2.44: Allows the group to evaluate the extent of their progress

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	3	6%
Neither agree nor disagree	16	33%
Disagree	19	40%
Strongly disagree	9	18%
Total	48	100%

Table 4.2.44 shows that 40% disagree that their managers allow the group to evaluate the extent of their progress, 33% neither agree nor disagree, 2% strongly agree and only 6% agree. This shows that some of the branch managers allow the subordinates to evaluate the extent of their progress and other branch managers do not.

Table 4.2.45: He has lack of interest in work quality

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	14	29%
Strongly disagree	33	69%
Total	48	100%

Table 4.2.45 shows that 69% strongly disagree, 29% disagree, and 2% strongly disagree. From the table, it can be seen that majority of the respondents disagree with the notion. Laissez-faire leaders have been criticized for their lack of interest in work quality in the literature reviewed above, transformational leaders and sometimes transactional leaders all pay kin interest in work qualities according to some of the reviewed studies for this research.

Table 4.2.46: Doesn't motivate the subordinates

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	2	4%
Neither agree nor disagree	0	0%
Disagree	0	0%

Strongly disagree	46	96%
Total	48	100%

Table 4.2.46 shows that 96% strongly disagree and 4% agree. From this table, one can deduce that bank managers from the respondent's branches do motivate the subordinates. This is a strong attribute of a transformational leadership style according to the literature review for this study.

RESEARCH OBJECTIVE 2: Employee Performance Table

Table 4.2.47: I always report to work on time because of my supervisor

Respondent	Frequency	Percentage
Strongly agree	42	88%
Agree	6	12%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	48	

Table 4.2.47 shows that majority of the employee's strongly agree that their report to work early is because of their supervisor, 12% agree and none of the respondents disagree, they all strongly agree or agree that they report to work on time because of their supervisor.

Table 4.2.48: My supervisor motivates me to work harder and increase my performance

Respondent	Frequency	Percentage
Strongly agree	40	83%
Agree	7	14%

Neither agree nor disagree	0	0%
Disagree	1	4%
Strongly disagree	0	0%
Total	48	100%

Table 4.2.48 shows that 83% strongly agree that their supervisor motivates them to work harder, 14% agree and 4% disagree. This shows that the respondents supervisors adopt a leadership approach that motivates the respondents to work harder. Subordinates motivation is a strong attribute of a transformational leadership style the help to boast their job performance.

Table 4.2.49: My Job productivity is high as a result of my managers leadership

Respondent	Frequency	Percentage
Strongly agree	32	66%
Agree	14	29%
Neither agree nor disagree	1	4%
Disagree	1	4%
Strongly disagree	0	0%
Total	48	100%

Table 4.2.49 shows that 66% strongly agree that their managers leadership increased their job productivity, 29% agree, 4% disagree and 4% neither agree nor disagree. Job productivity is needed from the subordinates to boast organizational production outputs. This is a major

attribute of a good leadership style, during the literature review for this study, one of the strong attributes of transformational leadership is the ability to boost employees job productivity.

Table 4.2.50: I am giving all necessary support by my manager to boost my Job performance

Respondent	Frequency	Percentage
Strongly agree	27	56%
Agree	19	40%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	2	4%
Total	48	100%

Table 4.2.50 shows that 56% strongly agree, 40% agree that their managers give them all necessary support needed to perform their duties and 4% strongly disagree. This table shows that the respondents are given all the necessary support that helps them to perform exceedingly in any given duty. This is a strong attribute of a transformational leadership style.

Table 4.2.51: My manager assesses my daily performance and encourages me to work harder

Respondent	Frequency	Percentage
Strongly agree	23	48%
Agree	21	43%
Neither agree nor disagree	0	0%

Disagree	0	0%
Strongly disagree	4	8%
Total	48	100%

Table 4.2.51 shows that 48% strongly agree, 43% agree and 8% strongly disagree. Assessment of subordinate's daily performance helps to give feedback on areas that need improvement, enhance their future performance and build their self-confidence according to transformational leadership style reviewed in the earlier section of this study.

Table 4.2.52: My performance is limited by poor leadership of my manager

Respondent	Frequency	Percentage
Strongly agree	1	2%
Agree	1	2%
Neither agree nor disagree	1	2%
Disagree	5	10%
Strongly disagree	40	83%
Total	48	100%

Table 4.2.52 shows the research respondents strongly disagree that their performance is limited by the poor leadership style of their managers, 10% disagree, 2% strongly agree, 2% agree, while 2% of the respondents neither agree nor disagree. Poor leadership affects the performance of the subordinates especially leaders in Laissez-faire who do not engage nor

inspire the subordinates. Leaders in transformational leadership style include the subordinates in the day to day affairs of the organization.

Table 4.2.53: Our team performance is high because of our manager leadership

Respondent	Frequency	Percentage
Strongly agree	30	63%
Agree	17	35%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	1	2%
Total	48	100%

In table 4.2.53 demonstrates that majority of the respondents strongly agree that their team performance is as a result of their managers leadership. About 63% of the respondents strongly agree, 35% agree and only 2% of the respondents strongly disagree. This shows that the respondents are very comfortable with their bank managers leadership and this helps the team to work effectively.

4.3 Managers leadership style.

Table 4.2.54: I always act as the spokesperson of the group

Respondent	Frequency	Percentage
Strongly agree	1	10%
Agree	5	50%

Neither agree nor disagree	4	40%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.54 shows the managers response detailing their leadership approach, it shows that about 50% of the respondents agree that they always act as the spokesperson of the group while 40% neither agree nor disagree and 10% of the respondents strongly agree. A good manager acts as the leader of the team always however leadership styles like the transformational leadership style.

Table 4.2.55: I encourage overtime work

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	5	50%
Neither agree nor disagree	5	50%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.55 shows that 50% of the respondents (managers) agree that they encourage the subordinate to work overtime while 50% neither agree nor disagree. Overtime work is sometimes necessary especially when they have deadlines to specific task. However, like in the case of transformational leadership style, subordinates are compensated on their overtime but in autocratic and Laissez-faire they are mostly not compensated because they are expected to work overtime if necessary.

Table 4.2.56: I give members complete freedom in their work

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	8	80%
Neither agree nor disagree	2	20%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.56 shows that 80% of the respondents agree, while 20% neither agree nor disagree.

Transformational leaders trust their subordinate's ability to work on their own and only step in to help when necessary, transactional leaders like to know what the subordinates are doing at all times especially because they negotiated with the subordinates and there are compensation on the table, in the case of autocratic, the subordinates have no freedom. On the other hand, Laissez-faire leadership does not care much about what goes on at the office so they are indifferent according to the literature reviewed above.

Table 4.2.57: I encourage the use of uniform procedure

Respondent	Frequency	Percentage
Strongly agree	2	20%
Agree	5	50%
Neither agree nor disagree	3	30%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.57 shows that 50% of the respondents agreed that they encouraged their subordinates to use uniform procedures while about 30% of the respondents neither agreed nor disagreed and only about 20% strongly agreed. Some managers believe in a uniform procedure while others are indifference.

Table 4.2.58: I allow members to use their own initiatives and judgement is solving work problems

Respondent	Frequency	Percentage
Strongly agree	9	90%
Agree	1	10%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.58 shows that almost all the managers (90%) agree that they allow their subordinates to use their own initiatives and judgements in solving work related problems, and 10% of the respondents also agree. Allowing subordinates to use their own initiatives and judgements is a strong attribute of a transformational leader according to the literature reviewed for this study.

Table 4.2.59: I encourage competition

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	8	80%
Neither agree nor disagree	2	20%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.59 demonstrates how 80% of the respondents agree to encouraging competition amongst the subordinates, 20% neither agree nor disagree. Healthy competition is necessary to make the employees work harder and smarter to have an edge over one another, this is a strong feature of transactional leadership and sometimes transformational leadership style.

Table 4.2.60: I speak as a representative of the group

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	8	80%

Neither agree nor disagree	2	20%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.60 shows that 80% of the respondents agree that they speak as a representative of the group while 20% neither agree nor disagree. Speaking as a representative is a feature of an active leader and set presidents for others to follow.

Table 4.2.61: I needle members for greater effort

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	5	50%
Strongly disagree	5	50%
Total	10	100%

Table 4.2.61 shows that the managers strongly disagree that they needle members for greater effort, about 50% of the respondents strongly disagree and 50% disagree. Knowingly needling members be it for greater effort or for anything sometimes backfires so it should be discouraged among the managers.

Table 4.2.62: I try out my new ideas in the group

Respondent	Frequency	Percentage
Strongly agree	10	100%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.62 shows that 100% of the respondents strongly agree that they try out new ideas in the group. Trying out new ideas in a group is a strong feature of transformational leadership style. The managers try out new ideas to see how it fits into the group for further development.

Table 4.2.63: I allow members carryout their job the way they think best

Respondent	Frequency	Percentage
Strongly agree	3	30%
Agree	6	60%
Neither agree nor disagree	1	10%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	

Table 4.2.63 shows 60% of the respondents agree that they allow members carryout their job the way they think best, 30% strongly agree and only 10% neither agree nor disagree. Managers

that give their subordinates the freedom to carry out their job the best way they think are mostly transformational leaders according to the features attributed to transformational leadership style in the literature review.

Table 4.2.64: I provide rewards and punishment

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	9	90%
Disagree	0	0%
Strongly disagree	1	10%
Total	10	100%

Table 4.2.64 shows 90% of the respondents neither agree nor disagree that they provide rewards and punishments and only about 10% strongly disagree. Providing rewards and punishments is a strong feature of a transactional leadership style as seen in the literature reviewed above. Managers believe that rewards and punishments act as an incentive for the subordinates to carry out their duty to the best of their ability.

Table 4.2.65: I tolerate proponents and uncertainty

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	0	0%

Disagree	1	10%
Strongly disagree	9	90% %
Total	10	100%

In table 4.2.65 shows that about 90% of the managers (Respondents) strongly disagree that they tolerate proponents and uncertainty.

Table 4.2.66: I make all the decisions

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	1	10%
Disagree	0	0%
Strongly disagree	9	90%
Total	10	100%

Table 4.2.66 shows 90% of the respondents strongly disagree that they make all the decision and 10% neither agree nor disagree. Although one of the managers responsibilities is making effective decision that will benefit the overall affairs of the firm, however it is never good for the managers to make all the decisions, room for opinions should be given for subordinates to contribute as well. In transformational leadership style, leaders give room for subordinates to contribute in the decision making.

Table 4.2.67: I don't engage with my subordinates

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	10	100%
Total	10	100%

Table 4.2.67 shows 100% of the respondents strongly disagree that they do not engage with subordinates, none of the respondents agree to this notion. Engaging subordinates helps a good leader to ascertain what the subordinate thinks about his leadership and ways to improve the overall affairs of the organization, transformational leadership encourages engaging subordinates to be able to get fist hand reaction on leadership quality or feedback of new company policies.

Table 4.2.68: I settle conflicts when it occurs among the group

Respondent	Frequency	Percentage
Strongly agree	7	70%
Agree	2	20%
Neither agree nor disagree	0	0%
Disagree	0	0%

Strongly disagree	1	10%
Total	10	100%

Table 4.2.68 shows 70% of the respondents strongly agree that they settle conflicts among the group, 20% of the respondents agree and about 10% disagree. A good leader settles conflict amongst the group so that it does not reflect on the overall performance of the group and the organization as a whole.

Table 4.2.69: I am always reluctant in giving subordinates freedom

Respondent	Frequency	Percentage
Strongly agree	1	10%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	1	10%
Strongly disagree	8	80%
Total	10	100%

Table 4.2.69 shows that 80% of the respondents strongly disagree that they are always reluctant to give the subordinates freedom, 10% disagree, while 10% strongly agree. Giving freedom to subordinates helps to promote a self of belonging in the firm, as they feel trusted by the management and will increase their confidence when given freedom to perform according to their ability as long as it goes with the stipulated general company policies.

Table 4.2.70: I delegate authority to some members

Respondent	Frequency	Percentage
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Strongly agree	4	40%
Agree	5	50%
Neither agree nor disagree	1	10%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.70 shows that 50% of the respondents agree that they delegate authority to some members, 40% strongly agree and 10% neither agree nor disagree. Delegating authority to some members helps in the smooth running of any organization as member staff already know their job descriptions and are ready to step in when needed, delegating authority to members also helps reduce the workloads for managers. Transformational leadership style strongly encourages delegating authority to some members to increase the speed of running the organization and also help create future leaders for the firm.

Table 4.2.71: I refuse explaining my actions to subordinates

Respondent	Frequency	Percentage
Strongly agree	0	0%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	10	100%

Total	10	100%
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Table 4.2.71 shows that all the respondents strongly disagree that they refuse explaining their actions to the subordinates, none of the respondents agree. When managers explain their actions to the subordinates it helps them to get clarity for such actions and this helps them to fall in line to ensure that such actions and the intentions behind it are achieved for the overall benefit of the firm. Only an autocratic and sometimes laissez-faire leader refuse explaining their actions to subordinates according to some of the literature reviewed for this study.

Table 4.2.72: I act as a confidant and mentor to my subordinates

Respondent	Frequency	Percentage
Strongly agree	9	90%
Agree	1	10%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.72 shows 90% of the respondents strongly agree that they act as confidant and mentors to the subordinates, 10% agree, none of the respondents disagree. One of the strongest skills a leader can have is mentorship, when subordinates trust their leaders to the extent of opening up to them for directions on their life and careers, unbroken trust is built and such subordinate is willing and ever ready to perform exceedingly so as not to disappoint their leader/mentor.

Table 4.2.73: I run an open-door policy

Respondent	Frequency	Percentage
Strongly agree	10	100%
Agree	0	0%
Neither agree nor disagree	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	10	100%

Table 4.2.73 shows 100% the respondents strongly agree that they run an open-door policy.

Open-door policy means that the subordinates can reach you or free to walk into the manager's office for anything at any time. This policy is a vital policy for any leader because it allows the subordinates to have a one on one relationship with the manager and can always consult the manager for anything that will affect their work performance. This is a strong feature of a transformational leadership style.

4.2.74 Test of Hypothesis

Restatement

H1: There is a significant relationship between leadership style and employee performance in GTB Abuja

H2: There is a correlation between leadership style a bank manager applies and employee performance in GTB Abuja

In order to examine the correlation that exist between the independent variables (Transformational Leadership, Transactional Leadership, Autocratic Leadership and Laissez-faire Leadership) on the dependent variable (employees' Performance) this research adopted a correlation and regression analysis to determine the strength and significance of the variables.

Studies by Wahab (2010) and Johnson (2012) applied similar methodology to establish the correlation between leadership style and employee performance.

Table 4.2.74 Correlations Analysis

		Employee Performance	Transformational Leadership
Employee Performance	Pearson Correlation	1	.051
	Sig. (2-tailed)		.729
	N	48	48
Transformational Leadership	Pearson Correlation	.051	1
	Sig. (2-tailed)	.729	
	N	48	48

The result of the Pearson correlation shows no significant correlation between the leadership style and the performance of the staff of GTB ABUJA. Using transformational leadership style to test for its effect on the employee’s performance the research found no correlation between leadership style and employees’ performance. Correlation test is conducted to establish the relationship between study variables “dependent and independent variables” (Iqbal et al, 2015). Mostly used to ascertain the type of relationship (positive or negative) between two or more variables. The established value of correlation according to (Milham et al., 2013) is positive (+1) to negative (-1) implying that the relationship between the variables can either be positively or negatively related. As seen in table 4.2.1, the independent variable Transformational leadership style does not have a correlation with the dependent variable employee performance because the value is less than 0.1 and as such is not significant at

Table 4.2.75 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.520	.49627

Predictors: Transformational Leadership, Autocratic Leadership, Transactional Leadership

Laissez-faire leadership.

Dependent Variable: Employee Performance score

Regression analysis was carried out to evaluate the effect of leadership style (independent variables) on employees' performance (dependent variable). Table 4.2.75 shows the summary of the model where the item of interest is the adjusted R² statistics which is 0.593, this shows that 59.3% of the dependent variables (Leadership style) can be predicted by independent variables (employees' performance). the adjusted R square is 0.520 which implies that the model is not a good fit model because the value is less than 0.60.

There is no auto correlation for Durbin-Watson value among the selected respondents for this research because the value falls within the range of 1.5-2.5.

Table 4.2.76 ANOVA ANALYSIS

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.012	7	2.002	8.128	.000 ^a
	Residual	9.605	39	.246		
	Total	23.617	46			

Predictors: Transformation Leadership, Autocratic Leadership, Transactional Leadership, Laissez-faire

b. Dependent Variable: Employee Performance Score

Table 4.2.76 represents the variance analysis also called ANOVA or model of fit results. One-way ANOVA was applied in this research to find if there is a significant relationship between leadership style and employee performance. F-statistic and its associated significant value is a key interest of the table. The ANOVA result shows that F-statistic is 8.128 ($p < 0.01$). This shows that the hypothesis model has no power to estimate employees' performance from the leadership style scores. Implying that the model has no power to significantly estimate employees' performance from the leadership style scores. Hence, it implies that there is no significant relationship between leadership style and employee performance in GTB Abuja.

Table 4.2.77 Regression Coefficients Analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.470	.317		1.484	.146
Transformational Leadership	-.188	.127	-.172	-1.480	.147
Transactional Leadership	.297	.177	.240	1.683	.100
Autocratic Leadership	.014	.074	.021	.184	.855
Laissez-faire Leadership	.216	.083	.320	2.613	.013

a. Dependent Variable: Employee Performance

The Coefficient table 4.2.77 tests the independent variables (Transformational leadership, Transactional Leadership, Autocratic leadership and laissez-faire leadership) at 0.05 alpha level. The value of Standardized Coefficient beta for Transformational leadership is (-.172), Transactional leadership is (.240), Autocratic leadership is (.021) and Laissez-faire leadership is (.320) are all insignificant. According to the rule of thumb posited by (Huynh & Wang, 2013), the significant impact should not be less than 0.01.

Therefore, the research hypothesis H1 and H2 are rejected as the test resulted concludes that:

1Ho: There is no significant relationship between leadership style and employee performance GTB Abuja

2Ho: There is no significant relationship between the leadership style adopted by GTB Abuja manager on employee performance.

The Regression analysis found no significant relationship between the leadership style a bank manager adopts and employee's performance. The regression analysis showed there is no significant impact between leadership style especially transformational leadership on the staff performance. If probability value is less than 0.05 it is significant at 5% and if less than 0.1 then significant at 10%.

5 CHAPTER FIVE: FINDINGS AND DISCUSSIONS.

5.1 Introduction

This chapter will include the presentation of the findings and discussion from the hypothesis test. Relating it to previously reviewed literature on the effect of leadership style on employee performance. In this study, two hypotheses were tested to analyze the correlation between research variables; the hypothesis test was rejected. Summary of the research findings are as follow:

5.1.1 SUMMARY

This research investigated the impact of leadership style on employee's performance in Guarantee Trust Bank plc, Abuja. The frequency analysis of this research shows that majority of the research respondents were moderately young, within the mean age of 20 to 49, and were

mostly highly educated, the majority with a master's degree and bachelor's degree, respectively. In trying to answer the research question, "what style leadership style does the bank manager of GTB Abuja apply?" The research questions were structured in a way it covers the four main research interest leadership style, which is as follows "Transformational leadership style, Transactional Leadership style, Autocratic leadership, and Laissez-faire leadership style." From the respondents' frequency analysis, the transformational leadership style was highly posited by the respondents as the closest leadership style associated with their managers' style of leadership. The transactional leadership style was also indicated as a popular leadership style among a few of the respondents. From the respondents, it can be argued that none of the GTB managers adopts an autocratic leadership approach as close 100% of the respondents (both the managers and the employees) strongly disagreed with any of the autocratic leadership-related questions. Laissez-faire, like autocratic leadership, was also strongly rejected among the respondents. Many scholars and empirical reviews of related literature for this study all advocated for the transformational leadership style. Most of the features of transformational leadership outlined in the questionnaires for the respondents to answer for instance, "manager acts as my mentor, gives all the necessary support, motivates me to work harder, the manager is a team player, and pushes us to work exceedingly and bring out the best in all of us." These transformational leadership-related questions were all strongly agreed by a majority of the respondents.

On the other hand, most of the respondents agreed to some of the transactional leadership-related questions like "my manager uses reward and punishment as an incentive to improve job performance, makes expectations clear, works out agreement with us, and so on." Autocratic leadership-related questions were mostly strongly disagreed by most respondents, questions like "he is always the decision-maker have no strong relationship with the subordinates, dealing with subordinates like he is giving orders." These autocratic questions were strongly disagreed

with, that is, to say that majority of the GTB managers are not autocratic leaders as indicated by the respondents. Laissez-faire leadership questions like "he is not an active supervisor, always absent at work, does not engage with the subordinates, he is careless with work details" a majority of the respondents strongly disagreed with this leadership-related questions. From the respondents, one can deduce that GTB managers adopt mostly transformational leadership style.

The frequency analysis was also used to answer the research question, "what is the effect of leadership style the GTB bank manager applies to employee performance?" The research question is also structured so that the respondents could answer if the leadership style of their bank managers prompts them to perform excellently in any given task. Employee performance questions like "the manager motivate me to work harder, evaluates my performance and helps to boost my performance, my performance is limited by poor management, and I always report to work on time because of my supervisor." This employee performance-related questions were asked to understand the effect of leadership style on employee performance. The questionnaire was also designed to accommodate the banks' managers so the research can know from the bank managers the kind of leadership style they think they apply in their leaderships.

The regression analysis shows that transformational leadership negatively predicted employee performance. Although from the frequency analysis, most of the respondents posited that their manager applies a transformational leadership style. Nonetheless, the regression analysis for this research has no relationship with employee performance. It can be argued in the context that the Nigerian banking system has a stipulated rule and target that governs all the employees of the bank, including the bank managers. As such, no matter the leadership style applied by the bank managers, the employee performance might not be altered. As a result of negatively predicting employee performance, hypothesis 1 of the research, "There is a significant relationship between leadership style and employee performance," was rejected. The

transactional leadership style from the regression analysis negatively affects employee performance. This regression result is inconsistent with most of the related literature reviewed in chapter two of this research. Saeed (2014) state that transformational leadership and transactional leadership all have a significant positive relationship with employee performance. The regression analysis of this research also found the autocratic leadership style to influence employee performance negatively. Scholars like Okafor (2010) state that autocratic leadership influences employee performance negatively. However, research by Gimugumi et al. (2014) and Nuhu (2004) has previously reported a positive relationship between employees' performance and autocratic leadership style.

Laissez-faire leadership style is insignificant in the regression analysis. This result is consistent with some scholars' studies stated that laissez-faire has a negative relationship with employee performance.

This study tried to bridge the gap in the present literature. Research on leadership style and employee performance in the Nigerian banking sector has not been efficiently and fully explored.

6 CHAPTER SIX: CONCLUSION AND RECOMMENDATION

Managers are regarded and seen by their subordinates as leaders and mentors. Leadership style, like many other concepts, has developed, evolved, and changed over time. The Nigerian banking sector is not left out in this new global structural change hence the need for this research. Many banks in Nigeria have either folded or merged some as a result of poor bank leadership. There are many leadership styles outlined in chapter three of this research, some with a very good concept and features that advocate for the inclusion of the employees in decision-making. Others are one-sided leadership, where the manager acts as the sole decision-

maker taking into consideration the needs of the employees. On the other hand, other leadership styles use incentives to encourage the employees to perform exceedingly in any given task.

This research aimed to examine the effect of leadership style (Transformational, Transactional, Autocratic, and laissez-faire leadership style) on employees' performance.

As a result of the current Covid-19 pandemic, the research only adopted the survey methodology to administer the questionnaires to the research sample in due time. A total of 100 questionnaires were administered through survey monkey. However, the research only used 60 respondents, 50 employees, and ten managers/supervisors. The questionnaires covered all the features of the identified leadership style from the respondents, which gave clarity on the respondent's leadership or approach.

Leadership style was measured using the Multifactor Leadership Questionnaire developed by Avolio and Bass (1995). MLQ 360 was used to capture both employees' perspectives and bank managers' perspectives as well. Regression analysis and Pearson correlation were used to test both the correlation and the effects of the research hypothesis.

6.1 Summary of Key Findings

This research was firstly to find out the impact of leadership style on employee's performance in the GTB Abuja branch and also how these leadership styles affect employee's performance. Testing the hypothesis, the analysis shows no significant relationship between leadership style and employee performance in the study area; the research also showed no significant relationship between the leadership style adopted by the bank managers and the employee's performance in the study area.

From the research finding, the transformational leadership style is the most used style at GTB Abuja and also in related literature reviewed for this study, followed by the transactional leadership style and laissez-faire, respectively. The autocratic leadership style is the least used

leadership both in this research as relevant literature reviews. Although the transformational leadership style widely used, the regression analysis for this study posited that it has an insignificant effect on employees' performance. The transactional leadership style was also found to have a negative relationship with employee performance. Autocratic and Laissez-faire all have an insignificant relationship with employee performance.

The importance of leadership style should not be ignored. More should be done to encourage the best leadership style on bank managers/supervisors to enhance the employee's performance and inclusion.

From the analysis result, most of the respondents strongly agreed that their manager's leadership style was a Transformational leadership style because of the features identified in their responses.

Reviewing related literature for this study, different categories of leadership style and their characteristics was discovered. The empirical review for this study also explained how different scholars investigated the impact of leadership style on employee performance, the overall impact of leadership style on organizational performance, job commitments, and satisfaction. Many of the empirical reviews advocated for transformational and transactional leadership styles as the best style that gives the employees a sense of belonging and benefit.

6.2 Conclusion and Implications

From the research findings, it can be deduced that supervisors who have a strong desire to achieve better performance from the employees should do more to adopt a transformational leadership style approach. The main aim of this research was to find out the impact of leadership style on employee's performance in the GTB Abuja and how the leadership style adopted by bank managers affect the employee's performance in the GTB Abuja branch. Testing the hypothesis, the research found out there they were no significant relationship between leadership style and employee performance in the GTB Abuja. The research also

found out the there was no significant relationship between the leadership style adopted by the bank managers and the employee's performance in the GTB Abuja.

From the research, it can be seen that although the hypothesis testing found no significant relationship between the impact of leadership on employee's performance and the effect of leadership style adopted by a bank manager on the overall performance of the bank employees. The importance of leadership style should not be ignored. More should be done to encourage the best leadership style on bank managers/supervisors so that it enhances the employee's performance and inclusion.

6.3 Recommendations

Banks expect the employees to perform very well to attain the organizational goals. The bank managers expect the employees to perform, as well. The analysis and result of this research helped provide insight into what employees need from their would-be supervisors and the leadership style preferable to them. The information and analysis of this research have the potential to be used in developing leadership strategies and promotes organizational need through the development of leadership behavior. From the research result, some strategies that will improve the supervisor's leadership and employee's behavior. Leaders/managers should be made to be aware of what is paramount for the employees to be able to perform exceedingly in any giving task. Supervisors should act as mentors to the subordinates and help develop their skills to boost their confidence and increase performance. Supervisors should create an enabling environment not to discourage work performance. If needs be, supervisors should make expectations clear and give rewards when necessary to get the employees to perform very well.

Organizations should organize teaching and training for the supervisors to help them develop different necessary leadership skills that will boost and help them become good and better leaders. Leadership should be prioritized.

Further study should be encouraged on a broader and wider demographic and location to determine a significant positive correlation between leadership style and employee performance.

6.4 Limitations and Suggestions for Future Research.

The main limitation of this research is the inability to travel to the study area, conduct interviews, and gather more data to aid this research. The researcher believes that interviews and hard copy questionnaires would have generated stronger data that could have aided in getting a significant positive effect of leadership style on employee's performance. Getting the respondents to know the importance of this research was another limitation. Getting the respondents to eliminate fear and bias was also another limitation of this research.

6.5 Personal Learning Experience

The research on "The effect of leadership style on employees' performance in GTB Abuja" was not an easy one. The previous research proposal indicated the plans to travel to the research area Abuja, Nigeria, as the original plan to conduct interviews and administer questionnaires. However, unfortunately the global Covid19 pandemic obstructed all the plans due to the travel restrictions. I had to improvise to find the best possible option to get the research data as it was already too late to change the research area, let alone the research topic. Also, I was keen on my research topic and my study area to consider changing either of them. I was able to send my questionnaires through survey monkey to my study research sample members. But I was not able to carry out the proposed interviews.

This research was an educative one for me as I was generally a novice in this area of research but had a keen interest due to some banking issues I have witnessed back in Nigeria. I was generally aware of leadership as a whole, but I got to know what leadership style is, different leadership styles, and their characteristics through this research. Also, I was able to understand leadership theories and employee performance. In general, I can say through this research, I can comfortably teach, educate or give seminars on the importance of leadership style on employees' performance and on organizational growth. The skills and knowledge I gained during this research will last me a long time, and I am forever grateful I was allowed to carry out this research.

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APPENDIX

8 APPENDIX

Dear Sir/Madam,

REQUEST FOR COMPLETION OF ONLINE SURVEY QUESTIONNAIRE

Hi, my name is Joy Nse Ekpenyong, a master's student of MA Human Resource Management from the National Collage of Ireland. Please below are questionnaires that I have created to enable me carryout an analysis on the effect of leadership style on employee's performance. Please kindly give answers to the questionnaires that follows:

It is strictly on academic research and every information collected will be treated with utmost confidentiality.

Thanks

Yours Sincerely,

Joy Nse Ekpenyong

SECTION A: Personal Data: (Please Indicate Appropriately)

1. Gender: A) Male { }, B) Female { }, C) Prefer not to say { }
2. Age: A) 20-29 { }, B) 30-39 { }, C) 40-49 { }, D) 50-59 { },
3. Years worked: A) Below 2yr { }, B) 3-5yrs { }, C) 5-10yrs { }, D) Above 10yrs{ },
4. level Education. A) Diploma { }, B) Graduate { }, C) Masters { },
5. How are employed at this bank. A) full-time { }, B) Part-time{ }, C) Casual { },
6. How long Have you been working under your direct supervisor. A) 2years { },B) 2-4years { },C) 4-6years { }, D) 6years and above.
7. Branch Location
8. How many employees are there in your branch location. A) Under 20employees { }, B) 21-40employees{ }, C) 41 employees and more.

SECTION B: RESEARCH QUESTIONS

Please read the following statements carefully and tick appropriately to show the degree of your agreement or disagreement with each statement. "SA: Strongly Agree", "A: Agree", "Neutral", "D=Disagree" and "SD: Strongly Disagree".

The questionnaire is divided into three, there are parts for Employees and Parts of Managers/Supervisors.

Kindly answer the questions that apply to you.

S/N	A. Leadership Style	1	2	3	4	5
		S	A	N	D	SD
	Autocratic leadership					
1	He is always the decision maker					
2	Act as a leader in discussions					
3	He has no strong relation with his subordinates					
4	Dealing with his subordinates like he is giving orders					
5	Acting without consulting any of his subordinates					

		1	2	3	4	5
Transactional Leadership		S	A	N	D	SD
6	He has no strong relation with his subordinates					
7	He is committed to deadlines					
8	Asking for commitments via orders and formal rules					
9	Work is more important than human relationship					
10	Tells us the standards to carry out work					
11	Works out agreements with us					
12	Monitors my performance and keeps tracks of my mistakes					
Transformational leadership		S	A	N	D	SD
13	Takes actions before problems are chronic					
14	Showing flexibility in dealing with others					
15	Using subordinate's opinion to solve work problems.					
16	Raises confidence among the subordinates					
17	Working to satisfy the psychological needs of the subordinates					
18	Help his subordinates to develop work ability Strongly agree					
19	Allow his subordinates to think and initiate					
20	Give feedbacks to his subordinates in work performance					
21	Stimulate his subordinates for distinguishing performance level					

22	Work to increase the sense of belonging among subordinates in the Bank					
23	Allocating Mandates and authorities in a random way					
Laissez-Faire Leadership Style		1 S	2 A	3 N	4 D	5 SD
24	He is not an active supervisor					
25	Doesn't have the ability to affect his					
26	Avoiding work responsibility					
27	Avoiding upsetting subordinates even on the account of work					
28	Leaving the decision mandate to subordinates					
29	He is usually absent from work					
30	He is careless with work details Strongly agree					
40	He doesn't prepare plans for actions					
41	Allows his subordinates to postpone work					
42	He doesn't prepare plans for actions					
43	Doesn't affect his subordinates					
44	Allows the group to evaluate the extent of their progress					
45	He has lack of interest in work quality					
46	Doesn't motivate the subordinates					
Employee performance		1 S	2 A	3 N	4 D	5 SD
47	I always report to work on time because of my supervisor					
48	I am giving all necessary support by my manager to boost my Job performance					
49	My manger accesses my daily performance					

	Strongly agree					
50	My performance is limited by poor leadership of my manager					
51	Our team performance is high because of our manager leadership					
52	My manager assesses my daily performance and encourages me to work harder					
53	My Job productivity is high as a result of my managers leadership					
54	My supervisor motivates me to work harder and increase my performance					
Managers Leadership style bank managers/supervisors only		1 S	2 A	3 N	4 D	5 SD
55	I always act as the spokesperson of the group					
56	I encourage overtime work					
57	I give members complete freedom in their work					
58	I allow members to use their own initiatives and judgement in solving work problems					
59	I needle members for greater effort					
60	I allow members carryout their job the way they think best					
61	I provide rewards and punishment					
62	I tolerate proponents and uncertainty					
63	I am always reluctant in allowing members freedom don't engage with subordinates					
64	I delegate authority to some members					
65	I refuse explaining my actions to subordinates					
66	I act as a confidant and mentor to my subordinates					
67	I run an open-door policy					

