An Investigation into the Impact of Leadership Styles on Employee Retention: Identifying which Leadership Style best encourages Employee Retention in the Nigerian Banking Sector.
A Case study of Zenith Bank Plc., Nigeria

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Abstract

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Employee retention is a major concern of the Nigerian banking sector today because of increased employee turnover. This can be said to be as a result of the series of banking reforms, mergers and acquisition of banks, loss of job commitment and low employee morale. The Nigerian banking sector is a strategic sector in the economy of the nation which drives the country's economy; however, the challenges being faced in the banking sector will not only affect the banks but can have an adverse effect on the economy of Nigeria if employee retention strategies are not put in place. This study was therefore designed to investigate the impact of leadership style on employee retention in the Nigerian banking sector. More so, it was aimed at identifying the leadership style that best encourages employee retention in the Nigerian bank, with particular emphasis on the transformational and the transactional leadership styles. The primary data for this study was collected through questionnaires and analysed using the Statistical Package for Social sciences (SPSS). Data was collected through both open ended and close ended questions with a five point Likert scale. The study used the purposive, snowball and convenience sampling technique in order to get response from the respondents.

The study revealed that leadership style has a moderate significance on employee retention and that the transactional leadership style best encourages employee retention in the Nigerian Banking sector. The study recommends that leaders and managers should properly implement the exchange process of the transactional leadership style to mitigate employee turnover in the Nigerian banking sector

Declaration

Submission of thesis and dissertation

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(Thesis/author declaration form)

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1.0 Introduction

In today's rapidly changing environment, retention of employees has become one of the major concerns for organisations. This is because of the high rate of employee turnover in organisations especially in the banking sector, which has made banks continually struggle to put in place strategies to mitigate this turnover (Asrar-ul-Haq and Kuchinke, 2016). Getting the right employees into an organisation may be challenging, however, the retention of employees has become much more challenging to organisations (Chitra, 2013). This challenge can be said to be as a result of the indirect and direct impact the turnover of employees has on the organisation.

People often have been said to leave their bosses and not necessarily their jobs (Harvey, Stoner, Hochwarter and Kacmar, 2007) which emphasizes the relevance of leadership style on the retention of employees in organisations. In an attempt for organisations to mitigate employee turnover, leadership style has become one of the most important areas to consider for employee retention in organisations today (Asrar-ul-Haq and Kuchinke, 2016).

The banking sector of any country is the key driver of its economy, according to Anderibom and Obute (2015); this is because the banking industry is the primary mover of the economy of any nation. No economic activity will be successful if there aren't adequate funds, the bulk of which are provided by the banking sector. This goes a long way to show the significance of banks and the banking sector to the economic growth of any nation. It is therefore imperative that strategies be put in place to make sure that banks remain in operation and make a profit in order for the economy of the nation to be sustained through them.

However, the series of banking reforms and continuous changes in monetary policies together with the work stress and long work hours of bankers has contributed immensely to the turnover of employees in the sector (Kalu and Mgbemena, 2015; Asrar-ul-Haq and Kuchinke, 2016). This has made the need for an appropriate strategy to be put in place to tackle this challenge.

Leadership style is said to be an important factor of employee retention amongst other factors such as career growth, interpersonal relationships with co-workers and pay (Bhatnagar, 2007) and previous research has found that a relationship exists between leadership style and employee retention (Kleinman, 2004; Masibigiri and Nienaber, 2011). However, there is a gap

in literature about the leadership style that best encourages retention of employees with focus on transactional and transformational leadership style especially in the Nigerian banking sector. This research has therefore been designed to investigate the impact of leadership styles on employee retention, identifying the leadership style that best encourages employee retention in the Nigerian banking sector.

The retention of employees is not only important for the survival of the continuous operation of the business, but it is also important to reduce the cost that may arise both directly or indirectly from the loss of employees and the recruitment of new employees (Masbigiri and Nienabar, 2011). The retention of employees is to be given much more importance if an organisation is to have a sustained growth and development. This research will focus on all full time employees in the selected Nigeria bank. Zenith Bank Plc has been selected for the purpose of this research. This study approaches the research questions through quantitative methodology, using questionnaires as the primary data collection instrument.

1.1 Research

An investigation into the impact of leadership styles on employee retention: identifying which leadership style best encourages employee retention in the Nigerian banking sector. A case study of Zenith Bank Plc, Nigeria.

1.2 Research Objectives.

The objectives of this research are as follows;

1. Identify if the transactional leadership or transformational leadership style best encourages employee retention in the Nigerian banking sector.

2. Investigate the overall impact of leadership style on employee retention in the Nigerian banking sector.

3. Investigate other factors that influence employee retention in the Nigerian banking sector.

1.3 Purpose of the Study

The purpose of this research study is to investigate the impact of leadership style on the retention of employees. The focus of this study will be on the transactional and transformational leadership style and how they impact employee retention. This will further seek to identify which of the leadership styles best encourages employee retention in the Nigerian banking sector.

The high employee turnover in the Nigerian banking industry has made this study of great importance. This study will help banking organisations in Nigeria as well as other organisations adopt and put in place an effective and efficient leadership style as a retention strategy.

1.4 Research Structure

This research study will be divided into seven sections. The first section is the introduction which outlines the aims and the reason for the research study. This is followed by the literature review which discusses previous literature on leadership, leadership style and employee retention. The literature review also outlines the different styles of leadership after which the two styles of leadership i.e. the transactional and transformational are extensively explored. The section also outlines the impact of leadership style on employee retention. Section three outlines the research questions and research hypotheses. Section four discusses the methodology used in collecting data for this research study. This also includes a justification as to why the method was the most appropriate for the study. Ethical considerations are also included in this section. Section five is the result and analyses section, this section analyses and shows the result of the data collected through the questionnaires. Section six discusses the research findings in relation to previous literature. Section seven is the conclusion and recommendations. This also includes a suggestion for further study.

1.5 Background of the Nigerian Banking industry

The banking industry in Nigeria ranks as one of the top best employment opportunity providers amongst other private sectors in Nigeria. According to Ekong, Olusegun and Mukaila (2013) the oil companies, multinationals and the financial institutions are the best private sectors for employment opportunities in Nigeria. These sectors are referred to as the employers of choice. This explains the reason behind lots of people competing to get employment in the banking industry. However, the Nigerian banking sector has been struck by a series of reforms which were directed towards strengthening the banking sector but has in many ways affected the sector negatively.

The banking sector reforms were an aspect in the banking sector that focused on getting incentives right and restructuring the banking industry through different policy measures (Kalu and Mgbemena, 2015). The sector has witnessed five different phases of banking reforms between 1986 and 2005. The banking reforms were followed by mergers and acquisitions of some banks which had an adverse effect on employees as well as the management structure. The mergers and acquisitions led not only to downsizing which involved over 45,000 bank employees through forced resignation and retrenchment, but also a change in some management's leadership style shifting to a more authoritative style under the pretence of managing the banking reforms (Inyang, Enuoh and Ekpenyong, 2014). While it would have been predictable and expected for employees to seek to retain their jobs amidst the economic situation, the industry is experiencing a high increase in voluntary employee turnover (Ekong et al., 2013). The banking reforms have led to a high increase in bank employees voluntarily resigning and leaving their jobs even though they may not necessarily have a better employment opportunity elsewhere.

Ojokuku, Odetayo and Sajuyigbe (2012) have ascribed all the issues associated with the banking reforms as well as the high voluntary employee turnover rate to poor leadership. The mergers and acquisitions which led to voluntary turnover and retrenchment of employees would have been abated if effective leadership style had been put in place. This would have had an impact on the organisation's performance thereby preventing the mergers and acquisitions.

2.0   **SECTION TWO: LITERATURE REVIEW**

2.1 Introduction

This section will look at literature in the area of leadership, leadership styles and employee retention. It will review academic literature that relates to the research question and the impact of leadership styles on employee retention. The first section reviews literature in the area of the Nigerian banking sector and employee retention. The second section reviews past literature on the definition of leadership. It gives an in depth understanding about leadership and also the styles of leadership. The section focuses on two leadership styles, the transformational and transactional leadership styles; however there are several other styles of leadership and so these styles are also outlined to give an understanding and knowledge of them. The third section reviews literature on employee retention and the impact of leadership styles on employee retention.

People are an asset and the lifeblood of any organisation (Horton, 2015; James and Mathew, 2012), without which an organisation cannot survive. High employee turnover will have a negative effect on the sustained growth and development of any organisation and especially in the banking industry which is a key driver of any nation's economy. Without an appropriate workforce in place, banks can neither operate nor make profit and this will have an impact on the economy of the nation. In order to continually have a sustained economy, continuous operation of organisations/banks and an increased profit, Asrar-ul-Haq and Kuchinke (2016) suggest the presence of an effective leadership style in the management of these institutions.

2.2 Employee retention and the Nigerian banking sector

Employee turnover is one of the major concerns of banking organisations today (Sakina, 2009). According to Asrar-ul-Haq and Kuchinke (2016), the increased changes in monetary policies, the work stress, long working hours, lack of commitment of employees and job dissatisfaction have contributed to the high turnover of employees in the banking sector and this has presented a huge challenge and pressure for the sector. These pressures and challenges have intensified the need for banks to continually put in place strategies that will help the employees cope with the changes and pressures faced within the banking sector. These strategies will not only help

ensure that the employees work towards the sustenance of the organisation but also that the employees are retained regardless of the pressures and changes faced by the employees and the bank itself. In addition, the shortage of employees and pressures from other bank competitors has made retention of employees an important issue in the banking sector (Sakina, 2009).

The banking sector is a strategic sector in the Nigeria economy that drives the economy of the country but has experienced a series of reforms in terms of mergers and acquisitions since 2005 and this has had an impact on the nation's banking system (Inyang et al., 2014). The series of reforms the banks in Nigeria experienced termed as recapitalisation have brought about an increase in the loss of talent, loss of job commitment, low employee morale and high employee turnover.

This has posed a big challenge for banks as banks need to continually develop strategies in order to remain in operation as well as retain its employees in order to make profit. Although the government of the nation have a role to play in the economic reforms of the nation, it is however more imperative for the top management, middle management, supervisors, low level employees and leaders of the banks to put in efforts and strategies to contend with these challenges, ensuring the survival of the banks and the retention of their employees in the midst of these pressures and challenges. According to Ojokuku et al. (2012), these challenges and pressures faced in the Nigerian banking sector, especially the high turnover can be traced to a lack of effective leadership. They noted that some organisations do not ascribe much importance to the leadership styles adopted by their managers and that this has led to some banks' inability to meet targets which has led to mergers and acquisitions and also a high employee turnover in many others.

In the banking sector today, a leader or supervisor plays an important role in determining the intention of an employee to stay or leave the organisation. This results from the high level of business risk associated with jobs in the banking sector on a daily basis thereby making supervisors fully involved in employees' job activities, which then makes the supervisors' leadership style a determinant to influence the commitment of such employees to the organisation (Sakina, 2009). Asrar-ul-Haq and Kuchinke (2016) assert that the top management of banks need to adopt an effective leadership strategy in their branches which will help to motivate, satisfy and retain employees. By the top management understanding the problems of the sector and putting in place an effective leadership strategy, this can ensure the retention of its employees even in the midst of the stress and challenges related to the banking sector.

2.3 What is Leadership?

Many times in our everyday speech, the terms leadership and management are often erroneously used interchangeably. The two concepts however are closely related as one must be able to manage in order to lead (Gwavuya, 2011). While management is concerned with the planning, controlling and development of an organisation's resources, leadership is about the alignment of people to the vision of an organisation (Wakabi, 2016). The concept of leadership has evolved over the years from the 1940s to the 21st Century. According to Bass and Bass (2008), in the 1940s, leadership was seen as the ability to persuade and direct as a result of the influence of power and position and in the 21st century, leadership is seen as one in which a leader is said to be the most responsible and accountable for the actions of an organisation.

According to Ng'ethe et al. (2012), leadership is the human factor that binds a group together and motivates it towards achieving goals and transforming the group's potential into reality. It is also a process whereby an individual is being persuaded or an individual persuades someone to do something that they might not want to do (Bratton, Grint and Nelson, 2003). Ng'ethe et al (2012) also describe leadership as a relationship that occurs by which one person is able to influence the behaviour of other people in which the leader is able to use their human influence to make people achieve a certain goal. Also, Armstrong (2012, p.4) describes leadership as the "ability to persuade others willingly to behave differently". Leadership is about inspiring people to put their best into achieving a result, getting their commitment and motivating them to achieve a desired goal and result (Armstrong and Stephens, 2005). However, Daft (1999, p.427) defined leadership as a "series of economic and social transactions to achieve specific goals". All of the definitions of leadership have been able to establish an element of influence and persuasiveness from one person to another which can be termed leader to follower. The relationship that occurs between the leader and the other people they influence is said to be a determining factor for employee retention and a factor that determines an employee's length of stay in an organisation (Ribelin, 2003). According to Ng'ethe et al (2012) influence does not necessarily connote the power or control the leader has over the followers to make them achieve a goal, influence means the leader's action that affects the follower's behaviour and actions towards achieving a goal. This implies that a leader does not only inspire his followers through words but the actions of the leader play an important role in inspiring followers toward the attainment of a goal. The rapidly changing global environment has made the need for effective

leaders a necessity in today's work organisation (Nanjundeswaraswamy and Swamy, 2014). This is important because the level of a leader's effectiveness will not only help the organisation in the retention of its employees but it will also ensure that the organisation is sustained in the changing world of business.

In addition, leadership is critical to the success of an organisation. According to Bass and Bass (2008) the effectiveness of a leader is measured objectively in terms of absenteeism, complaints, and request for transfers, slowdown of work and of course turnover. Raven and Rubin (1976) defined a leader as someone who occupies a position in a group, influences others in accordance with the role expectation of the position, and coordinates and directs the group in maintaining itself and reaching its goals. With this in view, it can be suggested that the way and approach in which a leader influences others and coordinates others towards the attainment of a goal within an organisation can have an effect on their behaviour and intention to remain in that organisation. This approach can be termed leadership style.

2.4 Leadership style

According to Armstrong (2012), a leadership style is the approach used by managers to exercise their leadership function. It is said to be a particular behaviour applied by a leader to motivate his or her subordinates to achieve the objectives of the organization (Ng'ethe et al 2012). Leadership style plays an important role in the organisations of today. Leadership style is the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them (Mullins, 2000). Armstrong (2012) suggests that no one leadership style is better than the other but that styles are dependent on some factors. Such factors include the organisation type, nature of the task, characteristics of the individuals in the leader's team, the group the leader leads as a whole and more importantly the personality of the leaders. Adair (2003) also states that it is dangerous to suggest that one leadership style is more appropriate than another in a given situation. He suggests that the leadership style adopted will be in relation to the situation at hand. This suggests that there's no one leadership style that is considered best.

Leaders should be able to know how their leadership skills influence the followers as it has an impact on the followers being supportive of them or not (Sethuraman and Suresh, 2014). This can have an impact on employee behaviour to support their leaders; followers or employees who do not have support for their leaders can be prone to dissatisfaction which could arouse

an intention of an employee to leave. Khan, Asghar and Zaheer (2014) indicate that leadership styles can affect an employee's job satisfaction level and job satisfaction is an outcome of leadership. Welty Peachey, Burton and Wells (2014) suggest that leadership style can be negatively associated with the intention of an employee to leave an organisation. This suggests that leadership behaviour or style can mitigate an employee's desire and intention to leave an organisation. This is because according to Vandenberghe and Bentein (2009), before an employee considers leaving an organisation, such an employee will first assess the position of his/her relationship with the organisation. This assessment according to Welty Peachey et al., (2014) could include the level of attachment of the employee to the organisation and the leader; in the case where this relationship is lessened or negatively affected, then the employee has the tendency to leave such an organisation.

2.5 Styles of leadership

Studies have shown that there are several styles of leadership. The styles of leadership include, bureaucratic, laissez-faire, charismatic, democratic, transactional and transformational, Mohammed and Hossein, 2006 (cited in Mosadeghrad). However, Bass (1985) and Yeh and Hong (2012) propose that transformational leadership and transactional leadership are the leadership styles that effective leaders should apply to motivate individual members to achieve organisational goals. Also, Burns (1979) and Du, Swaen and Sen (2013) identify the two leadership styles that managers may possess as the transformational and transactional styles. Burns (1979, p.4) identified two leadership types which stress to be distinct from "mere power holding and the opposite of brute power". These leadership types identified are the leadership styles adopted in the organisations of today. More so, current leadership theories have categorised leadership behaviours into two major styles: transactional leadership and transformational leadership (Bass and Avolio, 1993; Linjuan and Stacks, 2013).

It is in view of these studies that the transactional and transformational styles of leadership have been chosen to form the basis for this research study. Although the transactional and transformational leadership styles are the major focus of this research, the other styles of leadership which are referred to as the traditional styles of leadership (bureaucratic, laissez-faire, charismatic and democratic) will be briefly discussed in order to have an understanding of them. These styles of leadership will be considered in the following sections.

2.6 Traditional leadership styles

2.6.1 Bureaucratic leadership style

According to Nwokocha and Iheriohanma (2015), the bureaucratic leadership style requires a complete adherence to rules and procedures because the manager manages by the book. This means that managers or leaders with this leadership style only adhere to the rules and instruction that has been laid out by the policies of the organisation. The bureaucratic leadership style entails the leaders being very much committed to the procedures and processes of the organisation rather than focussed on the people (Ojokuku et al., 2012). This suggests that rules and procedures of the organisation are given much more importance than the people employed to work. This type of leadership may not be applicable in the world of work today where people have become a key resource to sustain an organisation rather than the procedures, especially in banking organisations.

Nwokocha and Iheriohanma (2015) find that the implication of this kind of leadership style is that it doesn't take into account the need to motivate and develop employees since the policies and rules given are only adequate towards performing tasks and not motivating or developing employees. In the long run this may stimulate turnover of employees in organisations where it is being practiced therefore it isn't considered in this research as a means of encouraging employee retention.

2.6.2 Laissez- Faire leadership style

Laissez faire is a French phrase which means "let it be" and it is also known as the "hands off style" (Nwokocha and Iheriohanma , 2015, p.194). According to Gill (2014) it means leaving subordinates to complete tasks and jobs in the way they choose without adherence to any strict policies or procedures. Bass (1985) describes the laissez faire leadership style as one in which the leader has no belief in their own ability to supervise. He further stated that the leader has no clear set goals towards how they may work, do not help the group in making decisions and so leave too much responsibility with their subordinates. According to Puni, Ofei and Okoe (2014), the laissez-faire leader avoids controlling his employees and so only relies on the few available employees who are loyal to get a task done.

A laissez faire leader does not believe in employee development as they believe that employees can take care of themselves (Puni et al, 2014). This leadership style cannot be said to be operational in the banking sector which requires that both the leader and subordinates have an

input in the decision making process and completion of tasks to ensure the success of the organisation.

2.6.3 Charismatic leadership style

The charismatic leadership style is one of the most traditionally valued leadership styles (Ojokuku et al., 2012).According to Armstrong and Stephens (2005), charismatic leaders are leaders who lead based on their personality qualities. The charismatic leaders have vision and a personality that compels and motivates followers to achieve a vision (Ojokuku et al., 2012). According to Bratton et al. (2003), charismatic leadership is framed by the voluntary compliance of followers. This suggests that employees or followers simply want to follow the leader. However, this could be a potential problem to the organisation when the leaders who are at the helms of affairs leave as the organisation will appear rudderless and with no form of direction (Ojokuku et al., 2012). Bratton et al. (2003) describe the followers of charismatic leadership as being unable to lead themselves. Although the charismatic leadership style is said to be related to the transformational leadership style because they both work at motivating employees to achieve results, there is however a difference between the two (Alan, 2013). He states that the difference between transformational leadership and charismatic leadership lies in the leader's intention. The intention of the transformational leader is targeted towards the attainment and achievement of the team and organisation goals and visions whereas the charismatic leaders are more focused on themselves and they are less likely to effect changes in the teams or organisations to whom they are attached. This traditional style cannot be applied in the competitive organisations of today especially in the banking industry where banks need to continually strive to be on top of competition where the achievement of team and organisation goals is key to sustenance.

2.6.4 Democratic leadership style

The democratic leadership style is also referred to as the participative leadership style. The focus of this leadership style is on performance and people (Puni et al., 2014). It encourages employees to participate in the decision making process of the organisation (Nwokocha and Iheriohanma, 2015). Daft (1999) describes the democratic leader as one who delegates authority to subordinates or employees, encourages contributions from employees and depends on the knowledge of the subordinates to complete tasks as well as on their respect for influence.

According to Puni et al (2014) decision making in a democratic system is not centralised and high performance is recognised and rewarded. Nwokocha and Iheriohanma (2015) on the other hand suggest that there is potential for poor decisions to be made by the subordinates as a result of the leader depending on the contributions made by the employees or subordinates. This can be said to have a negative impact on the organisation and can also instigate turnover intention in employees. The democratic leadership sounds good in theory but it is often bogged down in its slow decision making process and the results which could seem workable would always require a lot of time and effort (Nwokocha and Iheriohanma, 2015).

2.7 New Leadership Style

The transactional and transformational leadership styles are the current leadership organisational styles. According to Rees and French (2013), the two leadership styles are associated with a society that no longer accepts the use of authority as a form of command. This society is the 21st century society where the organisations of today operate. While some literature views the transformative and transactional leadership styles in contrast and as opposite ends of a single dimension, Burns (1979) views the concepts as multidimensional.

2.7.1 Transformational leadership style

The transformational leadership style was first conceptualised by James MacGregor Burns in 1978. Burns (1979, p.20) defined the transformational leadership as one in which "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". He stresses that the transforming leader identifies possible intentions in followers, satisfies their higher needs and engages the follower. According to Bass and Bass (2008) transformational leaders motivate their followers towards performing more than the followers intended to and thought could be done.

Transformational leadership is a process by which a leader generates and communicates a clear vision which is often appealing and valued by the followers, producing a high level of commitment and motivation (Rees and French, 2013). Du et al. (2013) describe the transformational leader as an individual who is able to articulate the vision for the future and share views with the followers taking into consideration the individual differences that may occur among the followers. Also Armstrong and Stephens (2005) have described

transformational leaders as leaders who are more motivators that help people want to achieve higher goals. Daft (1999) described transformational leadership as a style where the leader uses intangible incentives to control transactions with followers or employees rather than tangible incentives. Such intangible incentives include vision, shared values and ideas to build relationships, give larger meaning to different activities and, make the followers or employees involved in the change process.

Podsakoff, MacKenzie, Moorman and Fetter (cited in Bass and Bass, 2008, p.625) "validated six transformational factors for the Transformational Inventory (TLI): (1) articulating a vision, (2) providing an appropriate model, (3) fostering the acceptance of group goals, (4) high performance expectations, (5) providing individualized support and (6) individualized consideration". While Daft (1999, p.428) identified four different areas to distinguish the transformational leadership from the transactional leadership style- "the transformational leadership develops followers into leaders, transformational leadership raises follower's concern from a lower level physical needs (safety and security) to a higher level psychological needs (self-esteem and self-actualisation), transformational leadership inspires the followers to go beyond their own self-interest for the good of the group and transformational leadership paints a vision of a desired future state and communicates it in a way that makes the pain of change worth the effort."

Transformational leaders encourage a sense of belongingness and pride to the organisation, and communicate the importance of each member of the organisation to them (Welty Peachey et al., 2014). This sense of belongingness can make an employee committed to an organisation. Transformational leadership has an effect on the level of employee commitment to an organisation (Bycio, Hackett and Allen, 1995; Rehman and Waheed, 2012). This is to say that transformational leadership impacts employee commitment. According to Applebaum et al. (2003) employees who are committed to their work will be more likely to remain in an organisation. This suggests that the transformational leadership style aids employee commitment which in turn encourages retention.

According to Bycio et al., (1995) transformational leadership has an important influence in helping to reduce the intention to leave an organisation. According to Welty Peachey et al.,

(2014) a transformational leader is a visionary who has a way of appealing to the psychological needs of employees which makes them have a sense of value and worth in the organisation. In a study conducted within the Ghanaian banking industry, it was discovered that the transformational leadership behaviour mitigates employee turnover intention. According to Amankwaa and Anku-Tsede (2015), the leadership behaviour that focuses on the needs of the subordinates is very well received by employees and so reduces the intention of employees to leave for other attractive offers.

While Northouse (2013) believes that the transformational leader views their followers as important in the leadership exchange process, he identifies that the concept lacks clarity and the suggestion of transformational leadership being a personal trait is a weakness. Daft (1999) opines that transformational leadership is based on the belief, qualities and personal values of the leader rather than an exchange process between the leader and the follower. This suggests that this leadership style is a notion of the quality, personal values and beliefs a person has.

2.7.2 Transactional leadership

The Transactional leadership style was identified by Burns in 1978. According to Burns (1979), the relationship that exists between most leaders and followers is transactional as the leader approaches the follower with the notion of exchanging one thing for another. According to Armstrong and Stephens (2005), transactional leaders are more into the exchange of resources like money or jobs to ensure that employees do what they are required to do. The transactional leadership style relies on the leader's ability to bargain the suitable behaviour of followers on the basis of rewards or punishment (Rees and French (2013). Nwokocha and Iheriohanma (2015) define transactional leadership as an exchange process that ensures that the follower is in compliance with the leader's request but very unlikely to produce commitment and zeal to the task objectives.

According to Daft (1999 p.427), the rationale behind transactional leadership is an "exchange process between the follower and the leader". He added that in the transactional style of leadership, the leader recognises the specific needs and desires of the follower; the leader provides them in order to meet the desires of the followers and in exchange for the followers achieving a specific objective or performing specific duties. In this exchange process the follower gets rewarded for the job they perform and the leader also benefits from the work being done by the followers. While Burns (1978) identified the exchanges as economic,

political or psychological in nature, the exchanges according to Daft (1999, p.427) involve goods that are "tangible, calculable and specific".

According to Bass and Bass (2008), the transactional leadership style is composed of, or is subject to two factors. They identified the factors as contingent rewards and management by exception. For contingent rewards, the leader assigns a task to a follower and provides a psychological or material reward in exchange for a satisfactory execution of the task. Management by exception is referred to as "a corrective transaction" (Bass and Bass 2008, p.624). It could be either passive or active. If active, the leader monitors the mistakes, errors and then employs some corrective measures; if passive, the leader takes no corrective action. Corrective actions could come in the form of negative feedback, reproof, disapproval, or disciplinary action.

Burns (1979) describes the qualities of a transactional leader as someone that has a sharp eye for opportunity, bargaining, persuasiveness and reciprocating. Ojokuku et al. (2012) suggest that the transactional leader can be a problem with expectations. This suggests that if the expectation of one person is not met, the exchange process may be interrupted.

Although Nwokocha and Iheriohanma (2015) identify that the inability of team members and followers to improve their job satisfaction level could result in turnover in the organisation, they point out that the transactional leadership style can help to clarify the employees' roles and responsibilities and that employees who are motivated by rewards often perform and succeed in such organisations. This suggests that the transactional leadership style could bring about a positive or negative effect in the organisation. Employees who are motivated by the external rewards could work towards better performance which could have a positive impact on the organisation and the employee. This likewise could impact on the retention rate of employees. It could also have a negative impact on the organisation if the exchange process is interrupted which could instigate employee turnover. Transactional leaders are fault finders as they always find a way of tracing back faults or mistakes to their employees (Akhigbe, Finelady and Felix, 2014). Vito, Higgins and Denney (2014) are of the opinion that both the leaders and followers have a considerable level of power and influence. The power and influence an employee has in an organisation is capable of influencing their intention to remain or leave such an organisation.

2.8 Employee Retention

Employee retention is a major challenge that most organisations face in today's economy which is highly competitive and interdependent (Arora, 2012; Rathi and Lee 2015). According to Sandhya and Kumar (2014), retention is the ability to retain employees for a long period of time in an organisation. The inability to retain therefore causes turnover which is detrimental to the survival and prosperity of an organisation. This is because of the cost that is associated with the turnover. Cost can be direct or indirect and can range from the loss of the employee to the cost of recruiting new employees (Masbigiri and Nienabar, 2011). The cost of losing an employee could also range from a minimum of one year's pay to a maximum of two Years' pay together with other benefits which could include the loss of product and service quality, a negative effect on productivity and profitability, negative impact on the employment relationship and the loss of corporate memory (Prakash and Chowdhury, 2004); this has an adverse effect on the profit and survival of the organisation. Increased turnover and attrition levels if not properly managed will affect the performance of employees which eventually affects the overall performance of the organisation (Arora, 2012).

In addition, the impact of the turnover of employees cannot be overly emphasized. Turnover of employees is not only costly to the organisation due to the heavy cost associated with the replacements and training of new employees in the banking industry but also because an increased turnover leads to an increased workload which puts more work demands on existing staff members(Van Dyk and Coetzee,2012). According to Stroth (2010), this causes "overwork and burnout" which could also produce more employee turnover. As a result of the cost of employee turnover and the effect on the organisation performance, there is the need for organisations to continually develop strategies to retain employees. According to CIPD (2015), employees leave organisations because of both the push and pull factors. The "pull factor" is the attraction of individuals to new jobs and prospects outside where they work. The "push factor" however can arise as a result of job dissatisfaction which could spring from a poor relationship an employee has with a line manager. This relationship can be said to be an employee and employer relationship or superior and subordinate relationship. Cowden, Cummings and Profetto-Mcgrath (2011) identify that the employee relationship with their supervisor has a direct influence on their intention to remain in the job.

Various factors have been identified by scholars as factors responsible for influencing the retention of employees in organisations. According to Srivastava and Rastogi (2008), factors such as opportunity for growth in the organization and satisfaction were identified. However, employee dissatisfaction was identified as the major reason for employees leaving their organization. This is supported by James and Matthew (2012) who also identify personal dissatisfaction as a major reason why employees leave an organization; other factors identified include the relationship an employee has with their supervisor which also influences an employee's intention to leave an organisation. In relation to this, Khan et al (2014) suggest that satisfaction is affected by leadership style and the level of satisfaction felt by an employee can affect their retention intentions. Also, according to Epie (2014), factors influencing the retention of employees include benefits, leadership style, supervisor support, recognition, job characteristics and work environment. However, all of these factors cannot be improved upon at once and so it is important that employers prioritize the factors in order of importance to be able to ensure the retention of their employees. It is however imperative for leaders and supervisors to create a work environment that will endear the employees to the organisation (Ng'ethe et al, 2012). This will make the employees feel more committed to the organisation which will influence their intention to remain with the organisation even when there are other job opportunities outside the organisation.

2.8.1 The impact of leadership style on employee retention

The impact of leadership style on employee retention cannot be overly emphasized in the organisations of today. Leaders and leadership style play a crucial role in the retention of employees in organisations especially in the banking sector (Ng'ethe et al, 2012). This is based on the notion that the style of leadership employed by leaders can either motivate or discourage employees which can in turn make an employee remain or leave an organisation (Belonio, 2012). Nair and Malewar (2013) describe a leader as a person who breathes life into a group. It can be said then that, the breath can either encourage retention or allow employees to terminate their appointment with the organisation. A leader's role in the organisation is very important in the retention of employees, as the role can be seen as steering an organisation in the competitive business environment (Ng'ethe et al., 2012). Leadership is referred to as a

critical factor that could either ensure the success or failure of an organisation or an institution (Budhiraja and Malhotra, 2013). Aruna and Anitha (2015) define employee retention as a process by which employees are made to stay in an organization. Employees who are committed to their work are likely to stay in their organisation (Applebaum et al., 2003). Leadership affects an employee's commitment to an organisation (Rehman and Waheed, 2012). The commitment an employee has towards an organisation as influenced by leadership style can ensure the retention of that employee.

Ng'ethe et al., (2012) suggest that it will be risky for contemporary organisations to leave the full function and responsibility of employee retention in the hands of the HR department alone. It is imperative that this responsibility and accountability be moved out into the hands of the leaders and front lines. This is because a leader can help build a climate of retention in an organisation through their leadership and leadership skills. Employees are more likely to stay in an organisation where they believe that their managers have concern and interest for them, if they are given a role that suits their capabilities, if they know what is expected of them and if they are given positive feedback and recognition when necessary (Ng'ethe et al., 2012). According to Michael (2008) the quality of the relationship that an employee has with their direct supervisor or manager can influence their length of stay in an organisation. In this context, Wakabi (2016) refers to leaders as the secret weapon required to keep employees staying longer in an organisation. An appropriate leadership style will lead to an achievement of employee retention in the organisation (Nwokocha and Iheriohanma, 2015). Northouse (2013) states that an inappropriate or ineffective leadership style will directly or indirectly have an impact on not only the performance of the organisation but also on the retention of employees in today's world of business.

Harvey et al. (2007) outline that employees leave their bosses and not necessarily the job itself. This is reiterated by Ng'ethe et al (2012) who suggest that it would be risky for the HR department alone to single-handedly handle the full function and responsibility of employee retention as it has become imperative that this responsibility be also moved out to the hands of the leaders and supervisors. It can be deduced from this that supervisors and leaders in organisations of today have a major impact in determining whether an employee decides to remain in the organisation or leave. This shows the level of importance that leadership style plays in the retention of employees.

A high turnover of employees will lead to more work for the remaining employees and if they are not effectively managed, it could lead to burnout which may also result in more turnover (Stroth, 2010). An effective leadership will mitigate the turnover rate. According to Chitra (2013), employees are more likely to remain in an organisation where they feel that their immediate bosses have an interest in them and show concerns for them. This suggests that the leadership style of a direct boss or supervisor can instigate an intention to remain or leave an organisation. Asrar-ul-Haq and Kuchinke (2016) suggest that an effective leadership put in place in banking organisations will help to mitigate the turnover of employees and the challenges and pressure the Nigerian banks now face.

2.9 Summary

In summary, the banking industry has one of the highest employee turnover rates. This is due to some characteristics which are unique to the industry, this includes, long work hours, work stress, job dissatisfaction, changes in monetary policies, lack of commitment of employees and the series of banking reforms (recapitalisation of banks). The high rate of employee turnover is not good for the economy of any nation, the organisation (employer) or the employees. For the economy of the nation, banks being a key driver of any nation's economy would mean that there wouldn't be adequate funds for developmental purposes of the nation. For the employer, high turnover rates are associated with cost, the cost which ranges from the loss of an employee to the recruiting of a new employee which can have an adverse effect on the performance of the organisation. In the case of the remaining employees, it leads to an increased workload which causes burnout and overwork and which can most likely result in more turnover. The retention of employees who are the lifeblood of the organisation can be achieved through an effective leadership style being implemented in the banking sector.

The transactional and transformational leadership styles have an impact in the retention of employees and leadership style has to be applied to different situations. In other words, no one leadership style can be appropriate to all situations or organisations. The transactional leadership style employs the contingent rewards and management by exception as a factor of leadership and retention strategy while the transformational leadership style uses intangible incentives which includes a clear vision, an appropriate model, fostering the acceptance of group goals, high performance expectations, providing individualised support and individualised consideration as factors of leadership as well as retention strategy.

The synthesis of the above literature has clearly defined the significance of leadership style of supervisors, managers and direct managers on the retention of their employees even in the midst of the challenges and pressures the organisation could be facing. It has also shown that the style of leadership can instigate or mitigate the intent of an employee to leave or remain in an organisation even when there are other options employees can choose from.

3.0　　　　　SECTION THREE:　RESEARCH QUESTIONS AND HYPOTHESIS

This study will aim to answer three main research questions. The research questions will provide information about the leadership style that best encourages employee retention in the Nigerian banking sector.　Previous literatures have outlined that a relationship exist between leadership and retention, and that leadership style influences employee's retention. This will aim at investigating the extent to which leadership style impacts on employee retention in the Nigerian Banking sector. The following research questions have been drawn from the literature review.

Research Question 1

What is the impact of leadership style on the intention of an employee to remain in the bank?

This research question will seek to understand the relationship that exists between leadership style and the intention of an employee to leave or stay in in the bank. From the literature review, it was discovered that a relationship exists between leadership style and employee retention, this question should answer the way in which the style of leadership can influence the intention of an employee to remain in these banks. It will also seek to find out the extent to which leadership style impact on employee's retention. This will be answered by relating the findings from the questionnaire to the Nigerian banking sector.

The information required to answer this research question will be from the response given by respondents in the questionnaire. Response will be coded as numbers which will be analysed and shown in the result as figures which will then be discussed.

Research Question 2

What type of leadership style (transactional or transformational) best encourages employee retention in the Nigerian banking sector?

This research question will seek to identify the leadership style that best encourages employee retention in the bank selected (Zenith Bank Plc.) which will be used as the Nigerian Banking sector in general. Two styles of leadership are being considered in this context, these styles are the transformational and transactional styles of leadership as identified in the literature review. The question will therefore seek to identify the leadership style that best encourages retention. The responses from the participants will help in identifying the leadership style that encourages retention.

In identifying the type of leadership style that best encourages employee retention in the Nigeria banking sector, information required will be in the form of figures and comments from the participants. The comments made by the participants will enable the researcher to understand the leadership style of respondent's managers that ensures retention. Also, while analysing the data gotten from participants, the SPSS analysis Package will help in identifying

the style that best encourages retention from the data gotten from the respondents which will be in form of figures.

Research Question 3

What are the other factors influencing employee retention in the Nigerian banking sector?

This question will seek to identify the other factors that influence the retention of employees in the Nigerian banking sectors such as pay, compensation etc. as identified in the literature review. This information will be gotten from the answers given by the participants as well as from literature review, the findings will then be related to the Nigerian banking sector in general. Information will be in form of words and comments.

RESEARCH HYPOTHESES

Hypotheses Null (H_0)

Hypotheses Alternative (H_a)

H1: Leadership style has a significant impact on employee retention in the Nigerian banking sector.

According to the Literature, leadership style has a significant impact on the retention of employees. Based on these findings, the present study hypothesized that the survey carried out should provide whether the literature relating to leadership style have an impact on retention. Evidence of this will be reflected in the answers of the respondents and will be depicted in the analysis of the findings. The hypothesis can either be Null (H_0) or Alternative hypothesis (H_a) which means that the hypothesis is not the same as reported in previous literature.

H2: Leadership Style no Significant Impact On Employee Retention In The Nigerian Banking Sector.

The result of this research study will determine whether leadership style has no significant impact on employee retention. Result will either come out to support the hypotheses (H_0) or the alternative hypothesis (H_a).

4.0   **SECTION FOUR: METHODOLOGY**

4.1 Introduction

A research investigation is conducted in a systematic way for the researcher to discover new things and have an increased knowledge of things. This research was conducted in a systematic way in order to have an increased knowledge of the impact of leadership styles on employee retention in the Nigerian banking sector. The research project sought to identify the leadership style that best encourages the retention of employees in the Nigerian banking sector. This also sought to establish other factors that influence employee retention in the Nigerian banking industry. This section will focus on the methodological approach adopted for this study.

In order to achieve these objectives, it is important to adopt the appropriate and most suitable data collection method. The method chosen will be deliberated and justified as to why the method was the most appropriate to use. There will be clarification on the method used to collect data as well as the method used to process the data. This section will also give details of the research scales/items and how the data was treated after it was collected from participants. The ethics regarding the research study that was considered in the research will also be discussed in this section.

4.2 Research philosophy

Research philosophy is "a system of beliefs and assumptions about the development of knowledge" (Saunder, Lewis and Thornhill, 2016, p.124). Research philosophy is a belief behind the choice of the researcher's method of collecting and analysing data. A researcher can adopt three philosophical approaches, Ontology, Epistemology and Axiology (Saunder et al., 2016).

The ontology philosophical approach has to do with the assumption of the researcher about how the world operates. This can be based on either subjectivism or objectivism and both are accepted to produce valid knowledge. Subjectivism is based on the view that the social phenomena of social actors are as a result of their perceptions and actions. Whereas the "Objectivism represents the position that social entities exist in reality external to social actors" (Saunder et al., 2009, p.110).

The epistemology on the other hand has to do with the knowledge that is acceptable in a particular field of study. The epistemology philosophical researcher can be a "resources or feelings researcher". The resource researcher places much emphasis on resources or objects which represents reality while the feelings researcher is more concerned with the feelings and attitudes of humans as reality (Saunder et al., 2009). This approach tries to understand people rather than objects and it usually adopts a qualitative approach to research.

Axiology studies "judgements about value" (Saunder et al., 2009, p.116). It has to do with the role values and ethics played in a research process.

However, for the purpose of this research, the ontology approach was adopted. This is based on the fact that the actions and perception of the employees are as a result of external influence

experienced and their human nature (Saunder et al., 2009). That is the actions/perception which is the retention of employees, are based on the leadership style adopted by leaders of the organisation. This further necessitated the adoption of the Positivism data collection method. This will allow for hypotheses and existing theories to be tested and confirmed (Saunder et al. 2009).

4.3 Procedure

The methodology section will discuss the strategy, design and the data collection method adopted to carry out this research.

Saunders et al., (2016, p.4) defined methodology as "the theory of how research should be undertaken". Research methodology can be either quantitative or qualitative. According to Anderson (2009), quantitative research allows for the quantification of data such that variables can be counted, measured, described and compared with other variables. Quantitative is used "as a synonym for any data collection technique (such as questionnaire) or data analysis procedure (such as graphs or statistics) that generates uses numerical data" (Saunders, Lewis and Thornhill, 2012, p.161), while qualitative is used "as a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data" (Saunders et al 2012, p.161).

4.3.1 Survey methodology

In order for the researcher to get more knowledge and achieve the research aims and objectives, the quantitative research approach will be used in order to achieve the objectives of this research and come up with a conclusion. A positivist approach was adopted in the collection of data as it is the most suited to collect large and relevant data for this study. The positivism research approach typically uses the quantitative method of analysis (Saunder et al., 2016). Statistical data which is applicable to the research subject will be analysed. This data will be required to identify the style of leadership that best encourages employee retention. As regards the use of this method, the mono method quantitative research design will be used; this will involve the use of Questionnaire as the data collection method.

4.3.2 Justification of the Method

The Quantitative research measures the relationship between the variables numerically which is what this study is seeking to achieve. This is because the method will help to measure the relationship between the leadership style (transformational leadership and the transactional leadership style) and employee retention. This measurement will help to identify which of the leadership style best encourages employee retention in the Nigerian banking sector. This will generate a numerical data for the leadership style that best encourage employee retention in the selected banks.

4.3.3 Population of the study

According to Sekaran (2003), population refers to the group of people that a researcher wants to investigate. The target population for this research project are employees working in the Nigerian banking sector. This involved full time employees working in Zenith Bank Plc, Nigeria. The samples included 120 male and female employees of age 20 to 51years and above. These employees were full time employees of the bank. These employees have been selected because the risk associated with the job requires that they have superiors who they refer to as leaders who get fully involved in their job activities. Therefore, the researcher foresees that these participant will have reliable answers in identifying the leadership style that best encourages employee retention. Population also included managers and supervisors of units who employees report to. This is because the opinions and information given by these employees will help to achieve the research aims and objectives of this research. These employees were requested to fill the questionnaires in relation to how it applies to them.

4.3.4. Sample technique

Sample technique can be either probability or non-probability sampling technique. The sample techniques employed for this research study is the non-probability sample technique. This is based on the selection of samples on the basis of subjective judgement Saunder et al., (2016). This involved the use of a purposive, snowball and convenience sampling.

The purposive sampling was used because of the target group that the researcher sought information from. The purposive sampling is confined to specific people who have the desired information because they are the only ones who can provide it for the researcher (Sekaran, 2003). The research project needed information from employees working in the banking sector which was the notion behind the selection of employees working in the bank. Also, the snowball sampling was used because it allowed for a voluntary participation as coercion of participants could lead to participants presenting false information. Questionnaires shared to participants was purely voluntary as participants were not forced to collect the questionnaires. According to Saunder et al. (2016), these participants volunteer rather than being chosen. This would allow true judgement to be made concerning the questionnaire as forceful selection can result in false response. Lastly the convenience sampling technique was adopted as questionnaires were given to participants who were easy to access at the time of administration. This was adopted because of the time constraints and difficulty in accessing other participants that could be involved in the research at the time the questionnaire was distributed.

Also, the researcher had some contacts in the bank that helped in the coordination and collation of the questionnaire. This made the collection more accessible.

4.3.5 Sample details

The sample of the study was full time employees of Zenith Bank Plc, in Nigeria. The total sample size was 120 full time male and female employees; the targeted age was for employees between 20 to 51 years, working in Zenith Bank Plc, Nigeria. A probability simple random sampling technique was used in order to ensure that all employees in the bank have a chance to participate. This is because every employee of the bank in one way or the other report to a supervisor. This would help to achieve the research aim.

 The questionnaire was printed and hand delivered to the participants. Out of 120 questionnaires that were administered to participants, only 98 questionnaires were returned.

4.3.6 Data collection

Data was collected from employees of Zenith bank Plc, Nigeria. Employees in the South west region of the bank were the respondents for this research. Data was gathered using Primary data collection method. This was gathered through a mono method quantitative approach. This involved a single data collection technique through the use of questionnaires. According to Horn (2009), questionnaire is said to be a good method of gathering and collecting data from people. It is a method used to gather and collect information from a large group of people.

4.3.7 Survey Structure

Questionnaire was structured as open ended and close ended questions. The close ended questions allowed respondents to choose from the options made available while the open ended questions enabled respondents' state their own opinion and answer the question in the way they choose to (Sekaran, 2003). The questionnaire sought to discover information on the style of leadership style (transformational or transactional) that best encourages the retention of employees working in the Nigerian banking sector and also the other factors that influence retention of employees in the bank.

The questionnaire was subdivided into four sections. The benefit of using a questionnaire to collect data is that the participants will give feedback on the exact question that the questionnaire will ask. This will help in getting a precise and accurate answer for the research work.

Section one of the questionnaire contained demographic information of the respondents which enabled the researcher understand the components of each employees. This section acquired information about the biographical data of the participants such as the gender, age, marital status, educational level and years of experience in the bank.

The second section required respondents to rank the leadership style of their managers. This section contained twenty five questions on leadership styles which was adopted from Podsakoff, Mackenzie, Moorman and Fette (1990) measure of leadership style and Linjuan and Stacks (2013) questionnaire on leadership style.

Empirical studies have revealed the reliability and validity of these scales. Podsakoff et al. (1990) validated six factors in their Transformational Leadership Inventory (TLI). It includes, articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, providing individualised support and individualised consideration. This section consisted of Twenty five items representing questions in relation to leadership style of managers. 20 items was used to measure six factors of transformational leadership style (articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, individualized support and intellectual stimulation) and five items was used to measure the transactional leadership style (Positive feedback, special recognition, commendation, compliments, acknowledgment of good performance).

In this regard, item 1 to 20 on the questionnaire measured transformational leadership style and item 21 to 25 measured transactional leadership style.

The third section asked questions in relation to employee retention and this sought information on the intention level of employee leaving the bank. This section of the questionnaire contained 11 questions in relation to employee retention and this was adapted from Kyndt, Dochy, Michielsen and Moeyaert (2009) questionnaire on employee retention. The items used by Kyndt et al., (2009) was based on previous research (Arnold 2005; Lindsey and Kleiner 2005; Kassim 2006; Hytter 2007). The questionnaire items which was used by previous researchers included: "I foresee a future for myself within this company or it doesn't matter if I work for this company or another as long as I have work". However, eleven items were formulated from this questionnaire and this was used to measure employee retention.

The last section is an open ended question which sought details and information on the respondent's understanding of leadership style and the impact it has on their retention. It also asked question in relation to the other factors responsible for their retention in the bank. This gave the participants an opportunity to give their opinions about the research study.

Respondents were asked to rate items on the leadership style of their managers and items on employee retention in a structured 5 point Likert scale. The 5 point Likert scale represent answers that range from "Strongly Disagree, Disagree, Don't know, Agree, Strongly Agree.
In addition to the questions on leadership and retention, questions regarding other dependent variable that impacts retention was asked in the open ended questions. This is done to

investigate into other factors that influence employee retention and turnover. The questionnaires were hand administered to the employees of Zenith bank. The reason why the researcher hand delivered questionnaires to the respondents is because it is the most appropriate method to reach the target audience as the researcher foresees that posting through the internet may not yield as much result as hand delivery.

4.3.8 Survey Pilot

A pilot study was conducted before the final questionnaire was administered to participants. A pilot questionnaire was administered to ten participants before the large sample of questionnaire was distributed. This involved ten employees that were randomly selected. The feedback received from the participants led the researcher to make some slight changes in the questions According to Saunders et al., (2016), a pilot test allows a researcher to assess the validity and reliability of the data to be collected from respondents as well as allow the researcher refine questions in a way that the respondents understand. The pilot test conducted enabled the researcher re-word and rescale questions that was not answered as the researcher expected. This led to the inclusion of some open ended questions to enable the respondents to give their opinion and understanding about the research project. The researcher had to include two more open ended questions in order for the participants to make their own view and to explain their understanding of what leadership style and retention is, as it applies to them. This was added in order to give the participants a better idea of what the research study was about.

4.4 Advantages and disadvantages of Data collection method

The primary and secondary source was used as data collection method for the project. The secondary source included articles, journals, books, literature review and past research projects while the primary source on the other hand involves the use of questionnaire.

One of the advantages of using the questionnaire is because it explains the relationship between variables (Saunder et al., 2016). Using the questionnaire will help to explain the relationship between the transformational style of leadership and transactional style of leadership in relation to retention; which is what this project seeks to achieve. The questionnaire will also ensure a 100 percent response; participants will be able to fill in all the questions asked. Again, because

the targets for this research project are in Nigeria, the questionnaire was a good means to reach and obtain information from participants in that region.

However, one of the disadvantages of using the questionnaire is that the participants may feel reluctant to give out some information about the organisation (Sekaran, 2003). The project research focused on leadership style, the participants may be reluctant to give out some information about their managers' leadership style.

In addition, the advantage of using the secondary source is that data can be accessed quickly and easily as data is permanent and can be referred to (Saunder et. 2016). Information was quick and easy to retrieve.

4.5 Ethical consideration

In a research project, it is important to have some ethical considerations for the respondents taking part in the research work. Confidentiality, privacy and anonymity were maintained in the survey. The questionnaires were administered based on anonymity as the respondents were not required to write out their names. This was to ensure privacy and to ensure that respondents cannot be identified. Participation was voluntary and participants could withdraw at any time. The researcher employed five main ethical principles. This included, avoidance of harm, privacy of participants, voluntary nature of participation and right to withdraw, informed consent of participants, ensuring confidentiality and anonymity of participants (Saunder et al., 2016). These measures were considered in order to ensure that participants are comfortable and have trust in the researcher as well as the research work to ensure their participation.

Avoidance of Harm: Harms could occur if questions are risky to the participant's emotional wellbeing, mental or physical health (Saunder et al., 2016). The questionnaires avoided questions in this regard and so questions were totally harmless to participants.

Privacy of Participants: The privacy of the respondents was considered. The respondents did not have to provide their names or branch of the bank where they worked. This is to ensure that participants cannot be identified because questions were targeted at manager's leadership style.

Voluntary Nature of Participation and Right to Withdraw: The consent form informed the participants of voluntary participation and that they could withdraw from answering the questions if they wished to.

Informed Consent of Participants: A consent form was included to provide participants information about taking part in the questionnaire.

Ensuring confidentiality and anonymity of participants: The research study maintained anonymity of participants. Even though the name of the bank is known, the names of the participants was not requested. Also, the branches where the data was gathered was not mentioned in order to maintain the principle of confidentiality and anonymity of participants.

4.7 Measures (Validity and Reliability).

In order to ensure reliability and Validity of the Survey, the Cronbach Alpha was tested on Leadership style, Transactional Leadership style, Transformational leadership style and Employee Retention. The Leadership Style Scale scored .878, the Transformational leadership style Scale scored .864, the transactional leadership style Scale scored .929, and the Employee retention Scale scored .717. The values that are from .7 and over are normally regarded as indicating reliability. The scales used are therefore considered reliable and valid for this research study. The scales used in this research have been tested and used in other research studies.

4.6 Limitations

The study proposed to use two case studies as the sample size for the study. However, after the questionnaires were administered to the two banks, response from the second bank was lower than expected. This made the researcher focus on the bank that gave more responses. More questionnaires were printed and given to employees from Zenith bank and coupled with the fact that the researcher had some contacts in the bank that coordinated the administration of the questionnaire, the researcher thought it better to focus more on Zenith Bank employees. Also time constraints was a contributing factor to this.

Again, even though the researcher considered the use of Interview as another data collection method, it was not used because of the location of the participants and the limited time available for the researcher to reach the participants. Therefore, the questionnaire was a better option to gather the required data.

4.7 Company Profile

4.7.1 Zenith Bank Plc.

Zenith bank plc is one of the leading financial institutions in Africa. It is a Nigeria based company and was established in May 1990. It was founded by Jim Ovia. Zenith bank commenced operation in July 1990 as a commercial bank. It became a Public limited company in June 2004 (Zenith Bank, 2016). Having had a successful initial public offering (IPO), Zenith was listed on the Nigerian stock exchange in October 2004 (World Finance, 2012). The bank currently has about one million shareholder base and it is Nigeria's biggest bank by tier 1-capital. The bank is headquartered in Lagos Nigeria, and it has more than 500 branches and business offices in all the states of Nigeria.

Zenith bank has subsidiaries in several nations of the world. In March 2007, Zenith bank established a subsidiary in the United Kingdom having been licenced by the Financial Services Authority (FSA) of the United Kingdom. The bank also has subsidiaries in Ghana, Sierra Leone and Gambia with representative offices in South Africa and China (Zenith Bank, 2016).
Zenith Bank is a leader in offering financial solutions to customers in most areas of banking. In July, 2016, Zenith was rated by KPMG as the most customer focused bank (Vanguard, 2016). The bank's core business include; corporate and investment banking, commercial and consumer banking, personal and private banking, trade services and foreign exchange, treasury and cash management services, and other non-bank financial services which is done majorly through subsidiaries. Zenith bank has about 5000 to 10000 employees (Zenith Bank, 2016). Employees in Zenith bank employees are full time employees.

5.0   **SECTION FIVE: RESULT AND ANALYSIS**

5.1 Introduction

This section presents the results of this study. The results have been divided into three categories. The first category presents the reliability test result of the scales used for this study. The second category explores the level of employee retention with Gender, Age and Marital status. The third category of the results shows the correlation between Leadership Styles, Transformational and Transactional Leadership Style with Employee Retention. This section shows the result gotten from Zenith Bank employees in Nigeria.

The characteristics of each variables and result of statistical tests are presented in each of the categories.

5.2 Scale Reliability Results

This section shows the reliability test result of the four scales under consideration in this study. Below is the reliability test result for Leadership Scale, Transformational Leadership Scale, Transactional Leadership Scale and Employee Retention Scale.

5.2.1 Leadership Scale Reliability results

Table 1 and 2 presents the results of a Reliability analysis for the Leadership Scale. The table indicates that there were 75 valid responses across 25 items that contributed to the Leadership Scale score. A Cronbach reliability value of .878 is reported.

Case Processing Summary		N	%
Cases	Valid	75	76.5
	Excluded[a]	23	23.5
	Total	98	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.878	25

Table 1: Leadership Scale Case Summary Table 2: Leadership Scale Reliability Results

5.2.2 Transformational Leadership Style Scale Reliability results

Table 3 and four depicts the results of Reliability analysis for the Transformative Leadership Style. Few questions were removed to improve reliability. There were 76 valid questions across 20 items that contributed to the overall Transformative Leadership composite score. A Cronbach reliability value of .864 is reported.

Case Processing Summary		N	%
Cases	Valid	76	77.6
	Excluded[a]	22	22.4
	Total	98	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.864	20

Table 3: Transformational Scale Case Summary   Table 4: Transformational Scale Reliability Result

5.2.3 Transactional Leadership Style Scale Reliability results

Table 5 and 6 shows the results of Reliability analysis for the Transactional Leadership Style scale. One question was removed to improve the reliability of the scale. There were 92 valid

responses across 4 items that contributed to the overall composite score. A Cronbach reliability value of .929 is reported.

Case Processing Summary		N	%
Cases	Valid	92	93.9
	Excluded a	6	6.1
	Total	98	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.929	4

Table 5: Transactional Scale Case Summary   **Table 6: Transactional Leadership Scale Reliability Result**

5.2.4 Employee Retention Scale Reliability results

Tables 7 and 8 depict the results of a reliability analysis for the composite Employee Retention Scale. There were 72 valid responses across 8 items that contributed to the Employee retention scale composite score. A Cronbach reliability value of .717 is reported.

Case Processing Summary		N	%
Cases	Valid	72	73.5
	Excluded a	26	26.5
	Total	98	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.717	8

Table 7: Employee Retention Case Summary   **Table 8: Employee Retention Reliability Result**

5.3 Employee Retention and demographics

This section shows the result for the rate of retention for Gender, Age and Marital status sample distribution.

5.3.1. Employee Retention and Gender differences

This research study considered 98 employees of Zenith Bank Plc, Nigeria. There were 72 valid Reponses from the employees, of which 60 were male and 12 Female. Table 9 represents the case summary. The histogram of the Employee Retention levels of the Female and Male employees are presented in Figure 1 and 2 respectively. The horizontal axis of the histograms represents the retention rate of employees and the vertical axis shows the number of employees who completed the Employee Retention scale. On the horizontal axes, 10 indicates a low rate of Employee Retention and 35 indicates a high rate of retention. Figure 1 and figure 2 indicates that Male employees were more retained than the Female employees.

		Case Processing Summary						
		Cases						
		Valid		Missing		Total		
	gender	N	Percent	N	Percent	N	Percent	
ER	Male	60	82.2%	13	17.8%	73	100.0%	
	Female	12	54.5%	10	45.5%	22	100.0%	

Table 9: Gender Employee Retention Sample Size
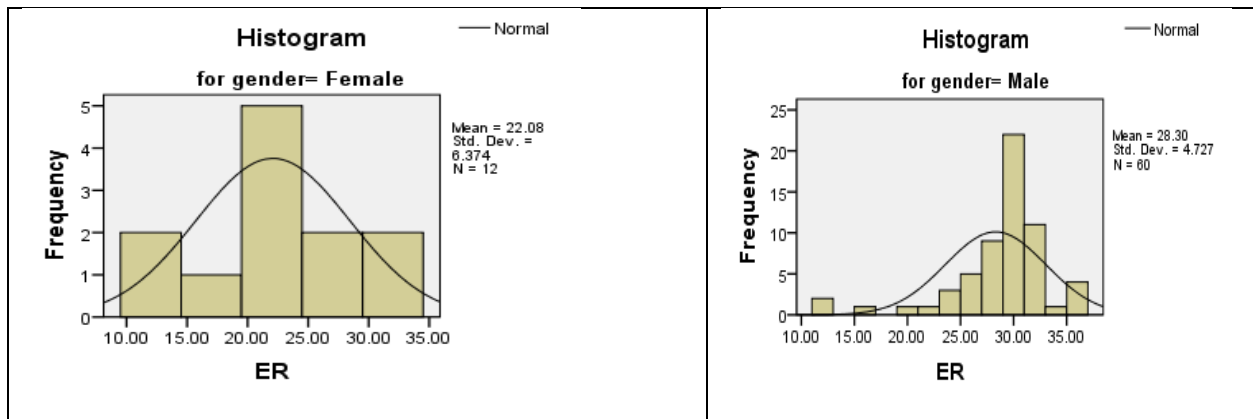
Figure 1: Employee Retention Female Distribution Figure 2: Employee Retention Male Distribution

All associated descriptive statistics for the male and female sample distribution are shown in the Table 10 which can be found in the Appendix B.

Normality Test Based On Gender

Table 11 shows the results of the normality tests. The result of the Shapiro-Wilk test was relied upon to test whether there is the presence or absence of normality in the distribution of male and female samples. The Shapiro-Wilk test result of normality shows that the female distribution is normal (W_{FEMALE}= .929, df =12, p= .367), while the male distribution shows an absence of normality which means that it deviates from normality (W_{MALE}=.851, df =60, p<.000).

		Tests of Normality					
		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	gender	Statistic	df	Sig.	Statistic	df	Sig.
ER	Male	.192	60	.000	.851	60	.000
	Female	.157	12	.200[*]	.929	12	.367

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 11: Employee retention Normality Result

Independent Sample Test (Mann Whitney U-Test)

There is a difference in normality for male distribution. As a result of the difference in the normality, the Mann-Whitney U test was used to test if there is a difference between the levels of retained male employees in comparison to the female employees. The Mann-Whitney U test tests for differences in the mean ranks of both groups. Table 12 and 13 shows the results of the Mann-Whitney U test. The results indicates that there is a significant difference between the level of male employees retained (Mdn= 39.75) compared to the females (Mdn=19.25), (U = 153, p = .002).

Ranks				
	gender	N	Mean Rank	Sum of Ranks
ER	Male	60	39.95	2397.00
	Female	12	19.25	231.00
	Total	72		

Test Statistics[a]

	ER
Mann-Whitney U	153.000
Wilcoxon W	231.000
Z	-3.149
Asymp. Sig. (2-tailed)	.002

a. Grouping Variable: gender

Table 12: Mann-Whitney Test: mean   **Table 13: Grouping Variable: Gender**

5.3.2. Employee Retention and Age Differences.

Out of 98 employees that participated in this study, there were 72 valid Reponses, 19 were aged 20-30 years old, 32 were aged 31-40 years, 21 were aged 41-50 years and there was no participant for 51years and above. A case summary is shown in Table 14.

Case Processing Summary							
		Cases					
		Valid		Missing		Total	
	age	N	Percent	N	Percent	N	Percent
ER	20-30years	19	59.4%	13	40.6%	32	100.0%
	31-40years	32	78.0%	9	22.0%	41	100.0%
	41-50years	21	87.5%	3	12.5%	24	100.0%

Table 14: Age Employee retention sample size

Figure 3-5 represents the histograms of the age distributions and retention of employees. The horizontal axes represent Employee Retention level of employees while the vertical axes represent the number of employees that completed the Employee retention scale. In the horizontal axes, 10 to 35 represent the employee retention rate. Figure 4 in the horizontal axes indicates a high employee retention rate among age 31-40 years as compared to age 20-30years and 41-50years age distribution.
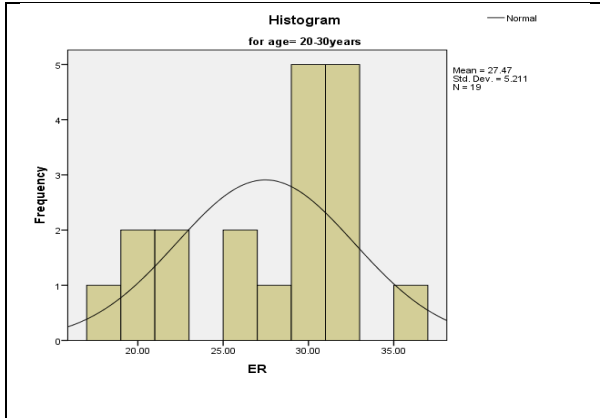
Figure 3: Employee Retention 20-30yrs Age Distribution
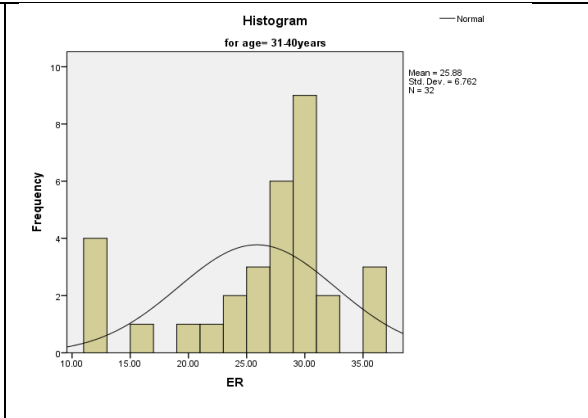
Figure 4: Employee Retention 31-40yrs Age Distribution
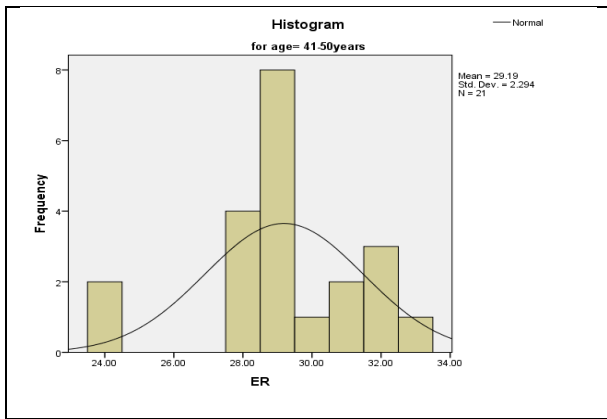
Figure 5: Employee Retention 41-50yrs Age Distribution

All associated descriptive statistics for the Age sample distribution are shown in the Table 15 which can be found in the Appendix B.

Normality test based on Age

Table 16 shows the result of the test of normality. The Shapiro-Wilk Test was relied upon to test whether there is an absence or presence of normality in the age distribution sample. This indicates a null hypotheses result. The Shapiro-Wilk test result of normality shows that there is a significant deviation from Normality ($A_{20\text{-}40yrs} =. 904$, df = 19, p = .058), ($A_{31\text{-}40yrs} = 0.875$, df = 32, p = .002), ($A_{41\text{-}50yrs} = 0.887$, df = 21, p = .020).

Tests of Normality							
		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	age	Statistic	df	Sig.	Statistic	df	Sig.
ER	20-30years	.212	19	.024	.904	19	.058
	31-40years	.195	32	.003	.875	32	.002
	41-50years	.207	21	.020	.887	21	.020
a. Lilliefors Significance Correction							

Table 16: Age Employee Retention Normality Results

There is a deviation in the normality test. As a result of the deviation of normality, the Kruskal-Wallis Test was used to test if there is a significant difference between the levels of employee retention of one age category to another. The Kruskal-Wallis Test tests for differences in mean ranks of the three age categories. The null hypothesis of the test shows that there is no significant difference between the mean ranks.

Table 17 and 18 shows the results of the Kruskal-Wallis Test. The result shows that there is no significant difference between the retention of employees given to the age categories. 20-30yrs (Mdn = 38.61), 34-40years (Mdn = 31.36), 41-50years (Mdn = 42.43) (K=3.860,p = .145).

Independent Sample Test (Kruskal Wallis Test)

Ranks			
	age	N	Mean Rank
ER	20-30years	19	38.61
	31-40years	32	31.36
	41-50years	21	42.43
	Total	72	

Test Statistics[a,b]	
	ER
Chi-Square	3.860
df	2
Asymp. Sig.	.145
a. Kruskal Wallis Test	
b. Grouping Variable: age	

Table 17: Kruskal-Wallis H Test: Mean   Table 18: Grouping Variable: Age

5.3.3. Employee Retention and Marital Status

This study included 69 valid responses from Zenith Bank employees of which 23 were Single and 45 Married. The table 19 below shows the case summary.

Case Processing Summary							
		Cases					
		Valid		Missing		Total	
	marital status	N	Percent	N	Percent	N	Percent
ER	single	23	67.6%	11	32.4%	34	100.0%
	married	45	78.9%	12	21.1%	57	100.0%
	3	1	100.0%	0	0.0%	1	100.0%

Table 19: Marital Status Retention Sample

Figure 6 and 7 represents the histograms of the Marital Status and Retention of Employees. The horizontal axes represents the retention level of employees and the vertical axes represents the number of employees that completed the Employee Retention Scale.
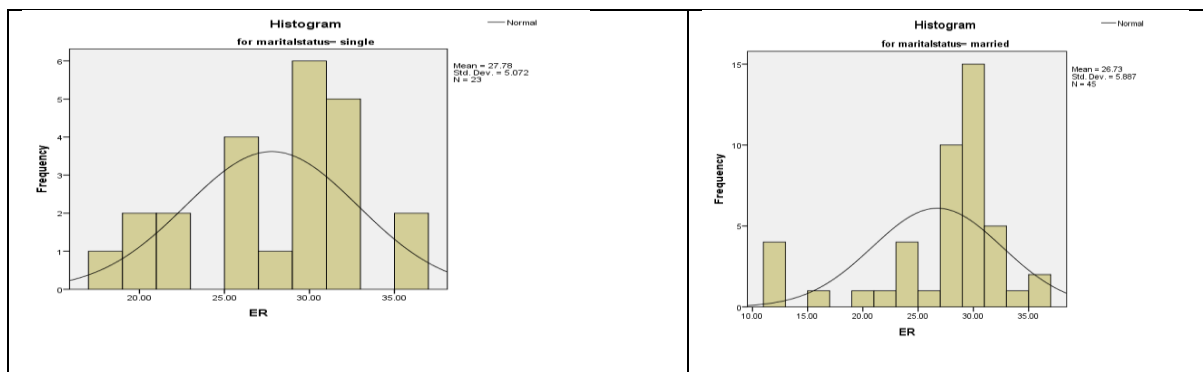
Figure 6: Employee Retention Single Distribution   **Figure 7: Employee Retention Married Distribution**

All associated descriptive statistics for both single and married sample distribution are shown in the Table 20 which can be found in the Appendix B.

Normality Test Based On Marital Status.

The normality test results are presented in table 21. The Shapiro-Wilk test is relied upon to test the hypothesis of whether the distribution is normal or that there is an absence of normality in the distribution of single and married sample. The test indicates a null hypothesis which means that there is a significant difference from normality (M_{SINGLE} = .937, df = 23, p = .154), ($M_{MARRIED}$ = .821, df=45, p < .000).

Normality test based on marital status

Tests of Normality[b]

	marital status	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
ER	single	.160	23	.131	.937	23	.154
	married	.252	45	.000	.821	45	.000

a. Lilliefors Significance Correction
b. ER is constant when marital status = 3. It has been omitted.

Table 21: Employee retention marital status Normality Results

The test of normality shows there is a difference in normality. This means that the Mann-Whitney U test must be used to test if there exists a significant difference between the rate of retention of employees in relation to single and married employees. The Mann-Whitney U Test tests for the differences in the mean ranks of the marital status group category. Table 22 and 23 shows the result of the Mann Whitney U-test. The results indicate that there are no significant differences between the levels of retention of employees that are single to married. This as shown as Single (Mdn = 36.96) compared to married (Mdn = 33.24), (M = 461.0, p = .461).

Independent Sample Test (Mann Whitney U-Test)

Ranks

	marital status	N	Mean Rank	Sum of Ranks
ER	single	23	36.96	850.00
	married	45	33.24	1496.00
	Total	68		

Test Statistics[a]

	ER
Mann-Whitney U	461.000
Wilcoxon W	1496.000
Z	-.737
Asymp. Sig. (2-tailed)	.461

a. Grouping Variable: marital status

Table 22: Mann-Whitney Test: mean   23: Grouping variable: Marital Status

5.4. Correlation Results

This section shows the result of the correlation test between leadership style, transformational leadership style, and transactional leadership style with employee retention.

5.4.1 Leadership and Employee Retention

Table 24 and 25 depicts results of the correlation test. Table 24 shows the Pearson correlation result and Table 25 shows the scatterplot output. This result depicts the relationship between leadership style and the level of employee retention. This relationship was measured using Pearson Correlation. In order to interpret the result, the cells in table 24 where employee retention intersects with leadership is identified. The first value, .495 indicates the strength of association between Employee retention and leadership style. The second value .000 indicates the significance of the result.

Correlations		leadership	ER
leadership	Pearson Correlation	1	.495**
	Sig. (2-tailed)		.000
	N	75	64
ER	Pearson Correlation	.495**	1
	Sig. (2-tailed)	.000	
	N	64	72

**. Correlation is significant at the 0.01 level (2-tailed).
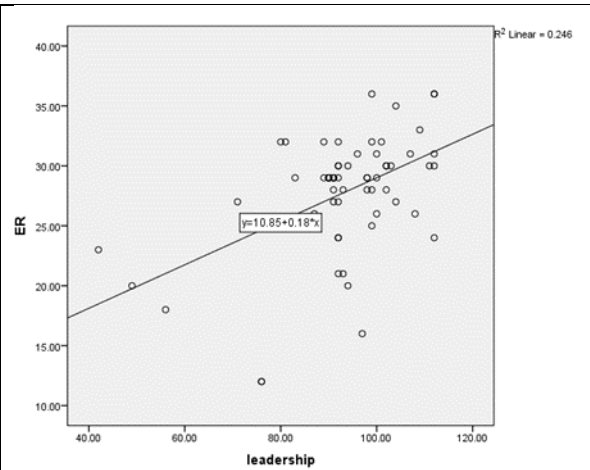
Table 24: Pearson Correlation Results   **Table 25: Scatterplot for Leadership and Employee Retention**

The result shown in table 24 indicates that there exists a moderate strength of association between Employee Retention and Leadership Style, '.495 and the second value indicates that the result is statistically significant '.000' which means that it is unlikely that these results are due to chance.

All associated descriptive statistics for the leadership style and employee retention are shown in the Table 26 which can be found in the Appendix B.

5.4.2 Transformational Leadership Style and Employee Retention

Table 27 and 28 depicts the results of the correlation test. Table 27 depicts the Pearson correlation result and Table 28 shows the scatterplot output. In order to interpret this result,

the cell in the table 27 where the transformational leadership intersects with the Employee retention variable is identified. The first value is '.408', this indicates the strength of association between Transformational leadership and Employee retention and the second value .001 shows the significance of this result.

Correlations		TFS	ER
TFS	Pearson Correlation	1	.408**
	Sig. (2-tailed)		.001
	N	76	65
ER	Pearson Correlation	.408**	1
	Sig. (2-tailed)	.001	
	N	65	72

**. Correlation is significant at the 0.01 level (2-tailed).
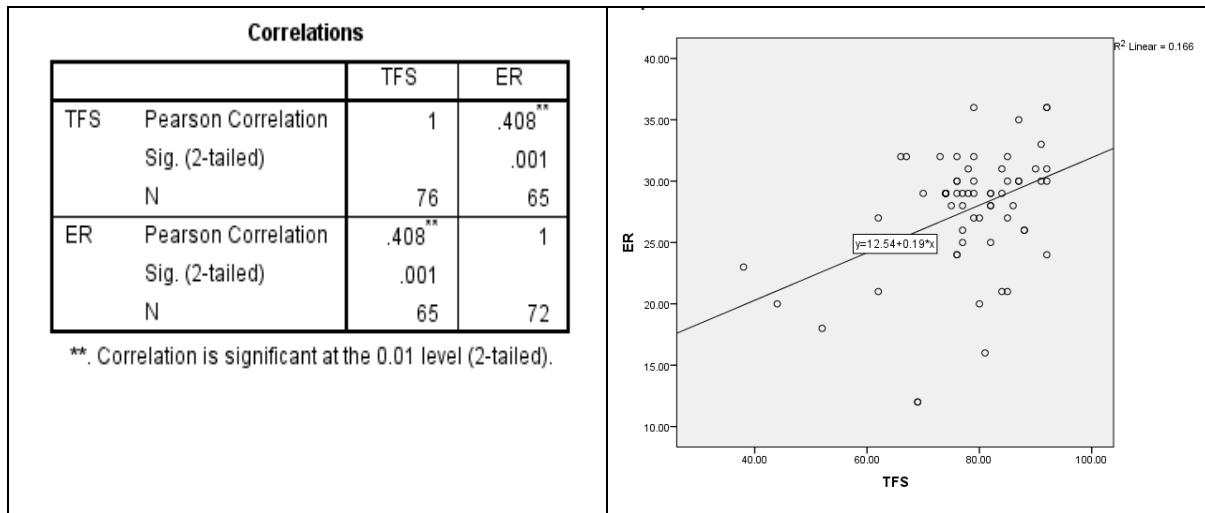
Table 27: Pearson Correlation Result   **Table 28: Scatterplot for Transformational Leadership and Employee Retention**

The result in table 27 suggests that a moderate strength of association exists between the two variables, '.048' and the result is statistically significant at .001 which means that it is unlikely that the results occurred due to chance.

All associated descriptive statistics for the Transformational leadership style and employee retention are shown in the Table 29 which can be found in the Appendix B.

5.4.3 Transactional leadership style and employee retention

Table 30 and 31 shows the result of the correlation test. Table 30 depicts the Pearson correlation result and Table 31 shows the scatterplot output. In order to interpret the result, the cell in Table

30 where the Transactional Leadership Style variable intersects with the employee retention variable is identified. The first value '.712' indicates the strength of association between transactional leadership style and employee retention and the second value: '.000' indicates the significance of the result.

Correlations		TLS	ER
TLS	Pearson Correlation	1	.712**
	Sig. (2-tailed)		.000
	N	92	71
ER	Pearson Correlation	.712**	1
	Sig. (2-tailed)	.000	
	N	71	72

**. Correlation is significant at the 0.01 level (2-tailed).
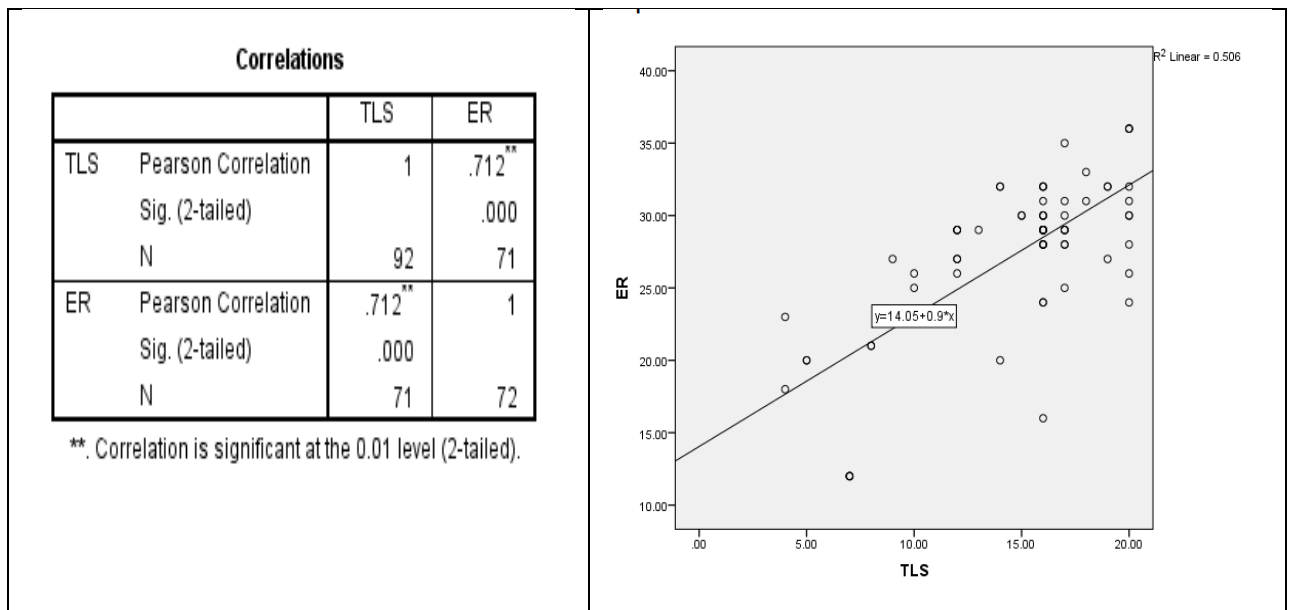
Table 30: Pearson Correlation Result

Table 31: Scatterplot for Transactional Leadership and Employee Retention

Table 30 result suggests that there exists a large strength of association between both variables, '.712', and the result is statistically significant '.000', which means that it is unlikely that these results are due to chances.

All associated descriptive statistics for the Transactional leadership style and employee retention are shown in the Table 32 which can be found in the Appendix B.

5.4.4 Transactional and Transformational Leadership style with Employee Retention

Table 33 depicts results of the correlation test. The table depicts the strength of relationship between the Transformational leadership styles, Transactional leadership style with Employee retention. This relationship was measured using Pearson Correlation. The cells in the table where Employee retention intersects with transformational and Transactional leadership style is identified. The first value, .712 indicates the strength of association Between Employee Retention and Transactional Leadership style. The second value .000 indicates the significance of the result. The third value, .408 indicates the strength of association between Employee retention and Transformational leadership style. The fourth value .001 indicates the significance of the result.

Correlations

		TLS	TFS	ER
TLS	Pearson Correlation	1	.687**	.712**
	Sig. (2-tailed)		.000	.000
	N	92	75	71
TFS	Pearson Correlation	.687**	1	.408**
	Sig. (2-tailed)	.000		.001
	N	75	76	65
ER	Pearson Correlation	.712**	.408**	1
	Sig. (2-tailed)	.000	.001	
	N	71	65	72

**. Correlation is significant at the 0.01 level (2-tailed).

Table 33: Pearson Correlation Results

The result shown in table 33 indicates that there exists a high strength of association between Employee retention and Transactional leadership style, .712 and the second value indicates that the result is statistically significant, .000 which means that it is unlikely that these results are due to chance. Also there exists a moderate strength of association between the transformational leadership styles, .408 and the significance value, .001 means that it is unlikely that these results are due to chance. Statistically, this result shows that both the transactional and transformational leadership styles impacts on retention but it further

demonstrates a stronger association exists between the transactional leadership style and the retention rate of employees.

5.5 Summary

This section has shown results of the different variables considered for this research study. It has shown the reliability of each of the scales considered for the study, the demographic variables in relation to employee retention as well as the Leadership style, Transactional and Transformational leadership style in relation to employee retention. It shows that statistically there exists a relationship between leadership style and employee retention and also the existence of a stronger association between the transactional leadership style and employee retention.

 The section also has shown that there were 98 participants for this survey, but not all participants fully completed the questionnaires.

6.0   **SECTION 6: DISCUSSION AND FINDINGS.**

6.1 Introduction

This section presents the findings of this research study. The research questions and hypothesis are discussed in relation to the literature review and the result of the survey carried out. Based on the data gathered and the findings of this study, it was discovered that leadership style has an impact on the retention of the employees studied. Even though leadership style has an impact, other factors were also identified to impact on their retention. The transactional and transformational leadership styles were seen to have an impact on retention as well but the Transactional leadership style was seen to have more impact on retention among the employees of Zenith bank.

The statistical analysis conducted for Age, Gender and Marital status with employee retention discovered that there is no statistical significance between employee retention, Age and Marital status. However, it showed a significance difference between the Genders of employees. It showed that the male employees had more retention rate than their female counterparts.

6.2 Research Objectives

The objective of this research study was to investigate the impact of leadership style on employee retention in the Nigeria banking sector. It was also aimed at identifying whether the transactional leadership style or the transformational leadership best encourages the employees retention. Lastly the research also sought to identify other factors that influenced Employee Retention in the Nigerian banking sector.

6.3 Research Result

Findings of this study show that leadership style has an impact on Employee Retention. This is depicted in the employee's perspective as shown in the quantitative data which was gotten from respondents. The study shows that leadership style is an important influencer of employee retention. The significance level of the result on leadership style and employee retention revealed moderacy. This indicates that although leadership style has an impact on employee retention, other factors could also be considered to have as much impact that leadership style on employee retention. However, leadership style is an important factor to consider for employee retention.

From the literature, it was gathered that leadership style has a significant impact on employee retention and a Hypotheses was posited based on that. This study has also shown the impact of leadership style on employee retention in the Nigerian banking sector among the employees of Zenith Bank. It however shows that the impact is of moderate significance to retention. This indicates that other factors should be considered as well to retain employees. The alternative hypothesis (H_a) is supported because the result shows that leadership style has an impact on employee retention. This findings have supported studies by Klienman (2004), Bhatnagar, (2007), Masibigiri and Nienaber (2011).

In answering the question of whether the transactional leadership style or the transformational leadership style best encourages employee retention, the findings of this study generally demonstrate that the transactional leadership style and the transformational leadership style have an impact on employee retention. The findings show that the transactional leadership has a stronger impact on employee retention than the transformational leadership style. In the context of this research study, the majority of the employees perceived the leadership style of their managers as transactional and this is seen to have an impact on their retention. It was

discovered that the transactional leadership style employed by managers had a greater impact on the retention rate of employees in this organisation than the transformational leadership style.

From the findings, it can be gathered therefore that the Transactional leadership style best encourages employee's retention among the Zenith Bank employees and in the Nigerian banking sector in general. This means that the exchange process between managers and employees impacts more on their retention intention. The ability of the leaders to recognise the specific needs and desires of followers and then provide them, and in exchange the employees perform the tasks given to them encourages retention rate. This shows that the more the managers are able to properly implement the transactional leadership, the more increased and positive the retention rate of employees.

The last question sought to answer and identity other factors that influence employee retention in the Nigerian Banking sector. A close ended question was used to gather information from the participants working in this organisation. From the data received from the participants of this study, many other factors were identified as being an influence to the employee's intention to remain in the bank. This is supported by Bhatnagar (2007), who identified career growth, interpersonal relationships with co-workers and pay as other factors that impacts on employee retention. The answers given by the respondents will be shown below. Other factors which impacts on employee retention includes;

- ✓ Career growth
- ✓ Relationship with colleagues
- ✓ Inability to secure new jobs
- ✓ Experience received from the organisation
- ✓ Pay
- ✓ Family.

See Appendix Figure 8 for graph details. Others in the Graph included answers such as Conducive environment, Training and Job security. From these findings, there are clear indications that other factors are also to be considered to ensure for the retention of employees aside from leadership style.

6.4 Summary

The findings of this study revealed that leadership style has an impact on employee retention. However, leadership style is just one of the factors that impacts on employee retention as the significance is moderate. It was also discovered that among the Zenith Bank employees who are samples for the Nigerian banking sector in general, the transactional leadership style is seen to have more impact on employee retention than the transformational leadership style based on the response of the participants. This shows that the transactional leadership style best encourages employee retention in the Sample used. As identified by Nwokocha and Iheriohanma (2015), transactional leadership style could have a positive or negative impact on employee retention. This study shows that transactional leadership style encourages employee retention and so it is important that leaders and managers recognise the needs and desires of followers or employees and satisfy them to ensure for performance and retention. According to Daft (1999) transactional leadership style is an exchange process.

7.0   SECTION SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

This section presents the conclusion and recommendation for this study. It also gives details about the implication of findings as well as a personal learning statement.

The objective of this research study was to investigate the impact of leadership style on employee retention in the Nigerian banking sector. The result of the analysis obtained has shown that a moderate relationship exists between leadership style and the retention of employees. The moderate relationship indicates that leadership style is as important as other factors that impacts on employee retention. And so it is necessary that while managers and leaders in the banking sectors work towards implementing an effective leadership to ensure employee retention, it is important that other factors should as well be put into cognisance. Other factors which were identified by the participants included Pay, Career growth and Training, as these factors have an impact on the intention of an employee to leave or remain in an organisation.

More so, the results of the findings has shown a clear indication that the transactional leadership style of managers best encourages retention among the participants used for this research study,

which are the samples used for the Nigerian banking sector in general. As much as transformational leadership style play a moderate role in employee retention it is more necessary that managers implement the transactional style of leadership in order to mitigate employee turnover and ensure employee retention.

7.2 Recommendation and Implication for further research

This research study has shown that other factors also impact on employee retention aside from leadership style, the researcher would like to recommend that further research study should be made on these factors to understand the level at which they impact on employee retention; factors such as Pay, Training and Career Growth. This is to ensure that banking organisations are sustained as well as the economy of the nation.

Also, this research study used one bank but different branches in the south west region of Nigeria as a case study, further research could involve a wider sample which could involve more than one bank. This would help to get a wider view and understanding about the leadership style that best encourages employee retention in the Nigerian banking sector.

Also, if the researcher was to conduct this research again, both the quantitative and qualitative research method would be considered by the researcher. The researcher would consider conducting interviews with participants as this would allow the researcher obtain more data on a one on one basis from the participants which would help the both parties understand questions and information asked better. This would provide an in depth understanding and knowledge of the research questions. Also, this research only considered the Age, Gender and Marital Status of the participants with employee retention, further research on this would consider the rate of retention in relation to the experience and educational level of employees.

7.3 Personal Learning statement

Completing this dissertation has built my confidence of accomplishing any goal or task no matter how difficult or challenging it could seem as long as I remain determined, committed and focussed. Although this project is the most challenging assignment I have ever done, commitment, dedication, patience, focus and tenacity has helped me thus far to complete it.

This has given me a strong confidence that there is really nothing I can't accomplish so long I put all of these into practice.

Initially, I thought writing a dissertation will be very easy because I had written a research project in my undergraduate studies and so I was a bit relaxed about it. While writing the thesis I began to have a clearer picture of what I was getting into. One of the challenges I faced while writing the thesis was in synthesizing the journals and books I found relevant to the research together. There was so much information gotten, that at a point I didn't understand how to link the literature together. Also, while writing the literature review section, I got so overwhelmed and became very confused on whether to change my topic or retain the one I was working on. I decided to take a break and ponder on what to do. I realized time was a big constraint and the fact that I had gathered so much data and information on this present study made me choose to continue the research on this study.

Also, the analysis section was a big challenge in the process of completing this dissertation. This is because of the method I chose for my analysis. I had never used the SPSS before and it was really challenging to get my data analysed without that. However, I was able to overcome this challenge and gained a better understanding through the help of some books and YouTube videos I came across regarding the use of SPSS coupled with the help rendered by the academic staff.

I have learnt a lot of new things in the process of completing this project, while completing this project I had thought the transformational leadership style would be the style that best encourages employee retention because of my past work experience where I thought the exchange process wasn't all that mattered, but the result of this research has given me a different perspective.

Writing this dissertation has helped me to be more organized, have a proper planning management skill and take responsibility for my actions. These skills helped me to complete the project within the specified time and this is a good learning statements for me because these skills are required in the day to day managements and activities in my field of study and writing this dissertation has helped me to improve more on it.

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APPENDIX A

Information Sheet

Thank you for considering to participate in this survey. My name is Adedamola Adekanbi, a Masters student (M. A Human Resource Management) at National College of Ireland. This survey is being conducted in part fulfilment of my Human Resource Management Master's thesis. The aim of this survey is to investigate the impact of leadership style on employee retention in the banking industry. Your feedback will help in identifying the leadership style (Transactional or Transformational) that best encourages retention in the Nigerian banking sector.

This questionnaire will probably cost you 10-15 minutes. Kindly select the best answer that you think is the most appropriate to your situation. Please try not to spend too much time on any one question. Your first thoughts are usually the best. Kindly complete all the questions even though some of them may not suit you perfectly. The information you provide is strictly anonymous and will be treated with full confidentiality.

CONSENT FORM:
Could you please sign the consent form overleaf if you agree to participate in the study /if you agree to take part in the study?

Please tick yes or no in the box:
I agree to participate in investigating the impact of leadership style on employee retention in

the banking industry   ☐   ☐

I understand the purpose of this research   ☐   ☐

I am participating voluntarily ☐   ☐

I give permission to Adedamola Adekanbi to document, record and publish results from my

questionnaire if need be ☐ ☐

I can withdraw from the study without repercussions at any time, before it starts or while I am participating ☐ ☐

I understand that anonymity will be ensured in the write-up ☐☐

Signed…………….

Date……………….

DEMOGRAPHIC INFORMATION

1. Please specify your Gender   Male   [   ]   Female [   ]

2. Please specify your Age   20-30years   [   ]   31-40years   [   ]

                                        41-50years   [   ]   51years–above [ ]

3. Please specify your Marital status   Single   [   ]   Married   [   ]

4. Please specify your Educational level   OND/HND   [   ]   B.SC [   ]

                                MASTERS   [   ]   PHD & ABOVE [   ]

5. Please specify your year(s) of Experience less than   1-2   [   ]   2- 5years   [   ]
6-10 years   [   ]   More than 10years   [   ]

QUESTIONNAIRE

Concerning the questionnaire, each question contains 5 options for different answers. The number 1-5 stands for scores by which you can show the extent of your agreement to all the statements. Kindly tick [X] in the appropriate box.

1. STRONGLY DISAGREE

2. DISAGREE

3. DON'T KNOW

4. AGREE

5. STRONGLY AGREE

Thank you very much for taking the time off your busy schedules to complete this questionnaire. Please do not hesitate to contact me if you have any questions. Once again, thank you very much for your sincere cooperation.

Adedamola Adekanbi (dedamola_adek@yahoo.co.uk)

Phone no: 0899730472

		1	2	3	4	5
		Strong Disagree	Disagree	Don't Know	Agree	Strongly Agree
S/N	LEADERSHIP STYLE					
	Questions					
1	My manager is always seeking new opportunities for the unit/department/bank					
2	My manager has a clear knowledge and understanding of where the bank is going					
3	I get inspired by my manager's plans for the future					
4	My manager leads by acting rather than telling					
5	My manager leads by example					
6	My manager provides an appropriate model to follow					
7	My manager encourages collaboration among every employee					
8	My manager fosters team work					
9	My manager encourages the group to work together to achieve the same goal					
10	My manager develops a team spirit attitude among his/her employees					
11	I feel so much is expected of me from my manager					
12	My manager always insists that there is room for improvement					
13	My manager always insists on best performance					

		Strongly Disagree	Disagree	Don't Know	Agree	Strongly agree
14	My manager acts without considering my feelings					
15	My manager respects my personal feelings					
16	My manager behaves in a thoughtful manner when I have personal needs					
17	My managers acts without considering my personal feelings					
18	My manager makes work that looks difficult to me a lot easier					
19	My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before					
20	My manager has encouraged me to look at the brighter side in every problems					
21	My manager always gives me positive feedback when I perform well					
22	I get special recognition from my manager when I perform very well					
23	I get commendation from my manager when I perform above my average job					
24	I get personal compliments from my manager when I do an outstanding work					
25	My manager rarely acknowledges my good performance					

		Strongly Disagree	Disagree	Don't Know	Agree	Strongly agree
	EMPLOYEE RETENTION					
1	I intend to change from my present bank to a different bank within a period of three years					
2	I am satisfied and well appreciated for the work I do.					
3	If I wanted to do another job or function, I would look first at the possibilities within this Bank					
4	Having a job is all that matters, it doesn't matter if I have to work for this bank or another as long as I have					
5	If I had my way, I will definitely be working for this bank for the next five years					
6	I would choose to work for another bank if I could start over again					

7	I see a future for myself within this bank					
8	If I received an attractive job offer from another company, I would take the job					
9	I love my job and it is very important to me					
10	I love working for this bank					
11	I have checked out a job in another bank previously					

1. In your own words, kindly describe the kind of leadership style that would encourage you to keep working in this bank.

…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………………

2. Do you think the leadership style of your supervisor has influenced your stay in this bank?
....
....

3. Aside from your supervisor's style of leadership, kindly indicate other factors responsible for your stay in this bank. (Pay, career growth, relationship with colleagues etc.)

…………………………………………………………………………………………………
…………

APPENDIX B

Descriptives

gender				Statistic	Std. Error
ER	Male	Mean		28.3000	.61032
		95% Confidence Interval for Mean	Lower Bound	27.0788	
			Upper Bound	29.5212	
		5% Trimmed Mean		28.7037	
		Median		29.0000	
		Variance		22.349	
		Std. Deviation		4.72749	
		Minimum		12.00	
		Maximum		36.00	
		Range		24.00	
		Interquartile Range		4.00	
		Skewness		-1.598	.309
		Kurtosis		3.912	.608
	Female	Mean		22.0833	1.84004
		95% Confidence Interval for Mean	Lower Bound	18.0334	
			Upper Bound	26.1332	
		5% Trimmed Mean		22.1481	
		Median		21.0000	
		Variance		40.629	
		Std. Deviation		6.37407	
		Minimum		12.00	
		Maximum		31.00	
		Range		19.00	
		Interquartile Range		9.50	
		Skewness		-.216	.637
		Kurtosis		-.816	1.232

Table 10: Male and Female Distribution Descriptive Analysis.

Descriptives

age				Statistic	Std. Error
ER	20-30years	Mean		27.4737	1.19543
		95% Confidence Interval for Mean	Lower Bound	24.9622	
			Upper Bound	29.9852	
		5% Trimmed Mean		27.5263	
		Median		30.0000	
		Variance		27.152	
		Std. Deviation		5.21076	
		Minimum		18.00	
		Maximum		36.00	
		Range		18.00	
		Interquartile Range		11.00	
		Skewness		-.502	.524
		Kurtosis		-.927	1.014
	31-40years	Mean		25.8750	1.19538
		95% Confidence Interval for Mean	Lower Bound	23.4370	
			Upper Bound	28.3130	
		5% Trimmed Mean		26.0833	
		Median		28.0000	
		Variance		45.726	
		Std. Deviation		6.76209	
		Minimum		12.00	
		Maximum		36.00	
		Range		24.00	
		Interquartile Range		6.50	
		Skewness		-.931	.414
		Kurtosis		.266	.809
	41-50years	Mean		29.1905	.50057
		95% Confidence Interval for Mean	Lower Bound	28.1463	
			Upper Bound	30.2346	
		5% Trimmed Mean		29.2698	
		Median		29.0000	
		Variance		5.262	
		Std. Deviation		2.29388	
		Minimum		24.00	
		Maximum		33.00	
		Range		9.00	
		Interquartile Range		3.00	
		Skewness		-.697	.501
		Kurtosis		1.075	.972

Table 15: Age Distribution Descriptive Analysis

Descriptives[a]

marital status				Statistic	Std. Error
ER	single	Mean		27.7826	1.05755
		95% Confidence Interval for Mean	Lower Bound	25.5894	
			Upper Bound	29.9758	
		5% Trimmed Mean		27.8551	
		Median		29.0000	
		Variance		25.723	
		Std. Deviation		5.07182	
		Minimum		18.00	
		Maximum		36.00	
		Range		18.00	
		Interquartile Range		7.00	
		Skewness		-.401	.481
		Kurtosis		-.621	.935
	married	Mean		26.7333	.87755
		95% Confidence Interval for Mean	Lower Bound	24.9647	
			Upper Bound	28.5019	
		5% Trimmed Mean		27.0802	
		Median		29.0000	
		Variance		34.655	
		Std. Deviation		5.88681	
		Minimum		12.00	
		Maximum		36.00	
		Range		24.00	
		Interquartile Range		5.50	
		Skewness		-1.418	.354
		Kurtosis		1.612	.695

a. ER is constant when marital status = 3. It has been omitted.

Table 20: Marital Status Descriptive Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
leadership	93.6267	12.67875	75
ER	27.2639	5.50542	72

Table 26: Leadership Style and Employee Retention Descriptive Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
TFS	78.3026	9.89683	76
ER	27.2639	5.50542	72

Table 29: Transformational leadership Style and Employee Retention Descriptive Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
TLS	14.9457	3.96513	92
ER	27.2639	5.50542	72

Table 32: Transactional Leadership Style and Employee Retention Descriptive Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
TLS	14.9457	3.96513	92
TFS	78.3026	9.89683	76
ER	27.2639	5.50542	72

Table 34: Transactional and Transformational leadership Style with Employee Retention Descriptive Analysis
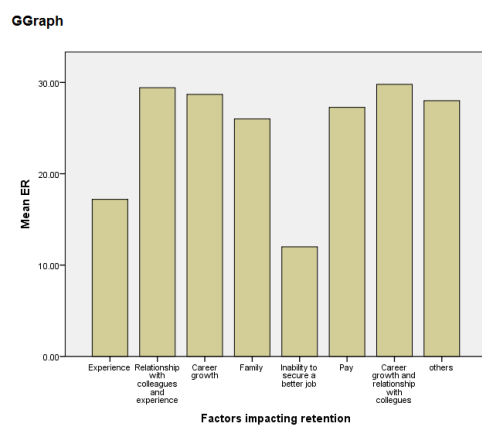

Figure 8: Other factors impacting employee retention Graph.