

THE EFFECTIVENESS OF LEADERSHIP STYLE ON PERFORMANCE OUTCOMES IN THE BANKING SECTOR: A SURVEY OF COMMERCIAL BANKS IN NIGERIA AND THE REPUBLIC OF IRELAND

Degree Thesis

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Contents

ABSTRACT	5
CHAPTER ONE	6
INTRODUCTION	6
1.1 Background to the Study	6
1.2 Statement of the Research Problem	9
1.3 Research Objectives	12
1.4 Research Questions	13
1.5 Research Hypothesis	13
1.6 Study's Justification	14
1.7 Organisation of the Study	14
CHAPTER TWO	15
LITERATURE REVIEW	15
2.0 Introduction	15
2.1 Conceptual Framework	15
2.1.1 Concept of Leadership	15
2.1.2 Concept of Leadership Style	16
2.1.2.1 Transformational Leadership Style	17
2.1.2.2 Transactional Leadership Style	20
2.1.2.3 Participative Leadership Style	23
2.1.2.4 Charismatic Leadership Style	24
2.1.2.5 Autocratic/Authoritarian Leadership Style	25
2.1.2.6 Bureaucratic Leadership Style	26
2.1.2.7 Democratic Leadership Style	26
2.1.2.8 Laissez-faire Leadership Style	27
2.1.2.9 Paternalistic Leadership Style	28
2.1.3 Concept of Performance Outcomes	29
2.1.4 The Link Between Leadership Style and Performance Outcome	30
2.1.4 Factors Affecting Leadership Style	31
2.2 Empirical Evaluation	31
2.3 Theoretical Framework	35
2.3.1 Personal/Trait Theory	35
2.3.2 Contingency Theory	35

2.3.3	Situational theory.....	36
2.3.4	Theory of Path-Goals.....	36
2.3.5	Theory of Fiedler Contingency.....	37
2.3.6	Adaptive Leadership Theory	37
2.4	Research Gap.....	38
CHAPTER THREE		40
METHODOLOGY		40
3.0	Introduction	40
3.1	Research Onion	40
3.2.	Research Philosophy	41
3.2.1	Ontological Position	41
3.2.2	Epistemological Position	42
3.3	Research Approach	42
3.3.1	Inductive/Deductive Approach	42
3.3.2	Qualitative/Quantitative Approach.....	43
3.4	Justification of Research Philosophy	44
3.5.	Research Strategy.....	44
3.6.	Sampling and Sampling Techniques	44
3.7.	Population Size.....	45
3.8.	Research Measures	45
3.9.	Data Collection Method	45
3.10.	Data Analysis.....	46
3.11.	Research Quality.....	46
3.11.1	Reliability	46
3.11.2	Validity	47
3.12	Limitations of Research Methodology.....	47
3.13	Ethical Considerations.....	47
3.14.	Timeframe of the Research	48
3.15.	Summary.....	48
CHAPTER FOUR.....		49
RESULT AND DISCUSSION		49
4.0	Introduction	49

4.1 RESULTS.....	50
4.1.1 ANALYSIS OF DEMOGRAPHIC VARIABLES.....	50
4.2 Analysis and discussion of findings based on the stated research objectives	52
4.2.1 Discussions of findings related to objective one: to get insight into the different types of leadership styles that affect performance in the workplace.	52
4.2.2 Discussions of findings related to objective two: to learn how an effective management style affect banking sector employees’ performance.	95
4.2.3 Discussions of findings related to objective three: to assess the value of leader-worker interactions in forming effective organisations.	96
4.2.4 Discussions of findings related to objective four: to offer advice on effective leadership styles to enhance employees' performance in an international financial setting.....	99
4.3 Hypothesis testing	101
4.3.1 Hypothesis 1	101
4.3.2 Hypothesis 2.....	102
4.3.3 Hypothesis 3.....	103
4.4 Summary of findings.....	104
4.5 Limitations of the findings	105
CHAPTER FIVE	106
CONCLUSION AND RECOMMENDATIONS	106
5.0 Introduction	106
5.1 Research overview	Error! Bookmark not defined.
5.2 Conclusion.....	Error! Bookmark not defined.
5.3 Direction for future research	Error! Bookmark not defined.
5.4 Implications.....	Error! Bookmark not defined.
REFERENCES	110

ABSTRACT

Leadership is a crucial tool that determines any organisation's success or failure. This research study investigates the effectiveness of the various leadership styles on performance outcomes in the banking sectors, using commercial banks in Nigeria and the Republic of Ireland as the case study. About four (4) research objectives were stated, and three (3) were to be tested. The study critically examined the following leadership styles: transactional, transformational, participative, laissez-faire and autocratic/authoritarian. The study employed a quantitative research method. The survey tool (questionnaire) was administered via Google form, and about 100 respondents were required as the sample size for the research study. The study, with the aid of the Statistical Tools for Social Sciences (SPSS), was able to analyse the retrieved data, and the appropriate tests employed to test the stated hypothesis and analyse the stated objectives. The result of the study shows that transactional and transformational leadership styles are the most effective, followed by the participative leadership styles, and these positively impact the performance outcome in the banking sector. The study concluded that these leadership styles be employed in the banking sector. The study recommends that future research widen the scope, looking into diverse sectors and countries. This study will be of great importance to the banking sector as it will serve as a means of self-evaluation for them.

Keywords: Leadership, styles, commercial, effectiveness, banking sector and performance outcome.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

1.1 Background to the Study

The competitive and uncertain nature of the market has made it imperative for organisations to adapt to change continuously, therefore active engagement at all levels of the organisation is vital. Adequate utilisation of human resources, including money, labour, and land, has become essential to every firm (Mahapatro, 2022). The smooth running of the organisation and the accomplishment of its objectives depend on it. In today's fast-paced, competitive global market, an organisation's human resources may become its competitive edge if effectively managed (Singh, 2012). According to Iscan, Ersari, and Naktiyok (2014), leaders significantly influence subordinates, and leadership style is more crucial in the services sector since it directly impacts economic growth. As a result, especially in developing nations, the growth of the services sector ensures the overall expansion of the national economy (Martin, Ellias, Maxwell, and Andrew, 2021).

Derue et al. (2011) claim that practical and engaging leadership that empowers everyone to contribute creatively to problem-solving is the most profitable to organisations. As a skill, leadership entails the capacity to use one's talent and knowledge to complete a mission. It is emphasised that leadership is not a linear, one-way event in which the leader alone impacts the followers but rather a two-way, interactive process that involves both leaders and followers (Ruben and Gigliotti, 2016). Moreover, it implies that leadership is not limited to the individual who technically commands a group, and there are theories which support the argument that anyone can

be a leader. In a professional or organisational situation, influence or the ability to exercise influence over peers, superiors, and subordinates, is the essence of leadership and influence is essential for a leader to work (Barrett, 2006). The need for leaders to exercise their position of authority ethically is unavoidably increased by being influential because leadership includes getting things done (Fairhurt, 2007). Al-Amin (2017) assert that leadership is increasingly regarded as a helpful tool for influencing worker performance, and a competent leader must encourage and mentor team members to perform to the best of their abilities. Due to this, it is challenging to emphasise the significance of leadership in ensuring that a company operates at peak efficiency. In order to achieve increased productivity from the staff, they need to have strong leadership in place at all levels of the company (Randall, 2012). To be more specific, managers display several leadership styles while conducting management practice. Managers in the banking sector also follow a particular leadership style that undeniably affects bank performance (Amal & Nosheen, 2019). This means that how well they lead directly impacts the bank's performance.

Significant structural and organisational changes have occurred in the banking industry in the current globalisation age. Banks accelerate financial sector expansion, and it is evident that countries with stable financial systems achieve quicker economic growth (Ojokuku, Odetayo, & Sajuyigbe, 2012). This concept contends that because banks are essential to an economy, their performance must be highly regarded. The best commercial choices are made when establishing new markets and clients, producing new products using web-based and e-commerce technology, and other business activities to maintain competitive bank performance (Martin, Ellias, Maxwell, and Andrew, 2021). Although modern scholars have emphasised the link between bank success and most economic variables, there needs to be a more persuasive analysis of how bank leadership style affects bank performance. Research is limited in exploring the connection between CEOs'

performance at a bank and the prevailing leadership styles. Since the performance of bank employees is affected by intangible factors, the prevailing leadership styles can be highly variable (Martin, Ellias, Maxwell, & Andrew, 2021).

Leadership's importance in businesses cannot be overstated. The concept's significance is how it influences an organisation's productivity and long-term viability (Abasilim, 2014). According to Xu and Wang (2008), leadership is crucial to the organisation because it determines the goals, methods, and other means by which those goals will be successfully attained and leadership also lays forth the business's vision and mission. Al Khajeh (2018) contends that the leadership phenomenon is crucial to provide employees with the psychological fulfilment and motivation they need to work to their total capacity. Because the actions taken by the leaders could determine whether the organisation succeeds or fails, an organisation must give its leadership the required authority. Hence, it is generally acknowledged that a competent leader's actions, which pique subordinates' interests and lead to higher performance, directly influence the success or failure of the organisation (Khan and Adhan, 2014; Kunin and Walker, 2017). Numerous authors discuss several leadership philosophies, including autocratic, transactional, transformative, participatory, visionary, and culture-based philosophies, with varying implications on employee performance and, as a result, organisational productivity (Mohammad et al., 2017; Sofi and Devanadhen, 2015). Leadership techniques and styles are essential because human resource mobilisation is critical to organisational effectiveness (Khan and Adhan, 2014).

Our everyday lives depend on leadership in corporations, places of worship, schools, or governmental organisations. Companies today require strong leadership that manages the organisation's affairs quickly. Many leadership-related issues are currently being discussed globally because poor leadership has caused a lot of countries and organisations to fail. A key

element of leadership is the capacity to stimulate or motivate subordinates. Governments and businesses must seek influential leaders and leadership philosophies to become stronger and more competitive in the modern global economy and politics. The productivity of an organisation is significantly raised when an effective leadership style is used. Strong leadership is essential for organisational performance, particularly in the Nigerian banking sector (Odetayo et al., 2012). Williams (2009) noticed a high correlation between an organisation's performance and outputs and its leaders' leadership styles. The banking industry is one of the main drivers propelling economic growth and development on a global scale; hence, it is vital to determine the best leadership principles for raising employee performance in the industry.

1.2 Statement of the Research Problem

Competition is increasing daily in the financial market, and because of the current economic climate and evolving monetary regulations, this industry is more relevant and challenging than ever (Lee and Shin, 2018). The need for effective leadership has also increased due to the long hours, stress, lack of commitment on the staff side, job dissatisfaction, and high turnover in banks (Asrar-ul-Haq and Kuchinke, 2016). Suppose banks are to continue growing and achieving higher goals. In that case, the top management must be aware of the problems and develop solutions to keep employees satisfied, retain them, and motivate them to put in extra effort (Abrell-Vogel and Rowold, 2014). It requires such leadership in its many parts to carry out organisational objectives effectively and efficiently (Abasilim, 2014); (Martin, Ellias, Maxwell, and Andrew, 2021). Leaders should be able to motivate people to exert more effort to achieve set out goals. Researchers have yet to definitively determine which leadership styles should be utilised in particular settings, even though the Full Range Model (FRL) model has been successfully deployed in several scenarios to analyse the implications of transactional and transformational

leadership styles. The context and location where this model is employed have made it more complex for researchers to find conclusive evidence on leadership operations. Bhagat and Steers (2009) assert that cultural differences and how leadership is viewed in various situations might affect how people behave as leaders. Therefore, the research will compare leadership approaches in two populations (Nigeria and the Republic of Ireland) and one context (the banking sector).

A similar study was conducted on the productivity and loyalty of the workforce while utilising a transactional leadership style in research centred on the connection between leadership style and organisational performance (Elenkov, 2010). Lievens et al. (2007) and Shamir et al. (2010) describes transformational leadership style as essential for firms to adopt innovation more successfully, especially during market competition or intra-organizational conflict. Palanichamy and Raja (2011) state that a transformational leader's leadership style increases productivity without increasing employees' workload. Several scholars have established the importance and benefit of the transformational leadership style for various organisations, including those in business, the military, hospitals, engineering, and the educational system (Masi and Cook, 2010). Safa and Dolatabadi (2010) and Huang et al. (2010) stated that leaders should adopt a participative leadership style. They asserted that this type of management fosters organisational commitments, creates trust, and influences an employee's performance at work. Although academics have promoted and appraised several leadership philosophies they believe increase employee performance and loyalty to the larger organisational mission, their impact on the banking sectors is yet to be well explored.

One of the main factors that motivated this research is whether or not different leadership philosophies can encourage bank employees to do exceptionally well at any given activity due to

the leadership style used by their managers. It is intended to assess how well employees are performing and determine whether their opinions of the manager's leadership style have an impact. This study will evaluate the effects of several leadership philosophies on workers' productivity in a few commercial banks in Nigeria and the Republic of Ireland. The current economic climate and evolving monetary regulations have made this industry more relevant and challenging than ever. For banks to continue growing and achieving higher goals, the top management must be aware of the problems and develop solutions to keep employees satisfied, retain them, and motivate them to put in extra effort (Abrell-Vogel and Rowold, 2014). This research also intends to explore this area.

Even though the FRL model has been successfully applied in various contexts to evaluate the impacts of transactional and transformational leadership styles, researchers have yet to determine which ones should be used in which situations. Bhagat and Steers (2009) assert that cultural differences and how leadership is viewed in various situations might affect how people behave as leaders. The contexts of Nigeria and the Republic of Ireland must quickly be studied in order to investigate this idea. The productivity and loyalty of their workforce are positively impacted by Russian managers who utilise a transactional leadership style, according to Elenkov's (2010) research on the connection between leadership style and organisational performance. Scholars like Lievens et al. (2007) and Shamir et al. (2010) describe that transformational leadership styles are essential for firms to adopt innovation more successfully, especially during market competition or intra-organizational conflict. According to Palanichamy and Raja (2011), a transformational leader's leadership style increases productivity without increasing the company's or its employees' workload.

Many researchers, like Safa and Dolatabadi (2010) and Huang et al. (2010), have stated that leaders should adopt a participative leadership style. They asserted that this type of management fosters organisational commitments, creates trust, and influences an employee's performance at work. Although academics have promoted and counselled several leadership philosophies they believe increase employee performance and loyalty to the larger organisational mission, their impact on the banking sectors, particularly in most Nigerian and Irish banks, has yet to be well explored. One of the main concerns that motivated this research is whether or not different leadership philosophies can encourage bank employees to do exceptionally well at any given activity due to the leadership style used by their managers. It is intended to assess how well employees are performing and determine whether their opinions of the manager's leadership style have an impact. This study seeks to bridge that gap. This study will evaluate the effects of several leadership philosophies on workers' productivity in a few commercial banks in Nigeria and the Republic of Ireland.

1.3 Research Objectives

This research study seeks to analyse the effects of managerial and supervisory leadership on financial and human resource outcomes in commercial banks in Nigeria and the Republic of Ireland. Expressly, it is set to:

- 1) To get insight into the different types of leadership styles that affect performance in the workplace;
- 2) To learn how an effective management style affects banking sector employees' performance;
- 3) To assess the value of leader-worker interactions in forming effective organisations; and

- 4) To offer advice on effective leadership styles to enhance employees' performance in an international financial setting.

1.4 Research Questions

This research study is set to unveil answers to the following research questions.

- 1) How much does a leader's approach to management affect how well an employee performs?
- 2) What results can be expected from an effective leadership style?
- 3) To what extent does the dynamic between leaders and their subordinates impact the growth of a business?
- 4) What are the issues preventing positive interactions between a leader and their employee?
- 5) What kind of leadership approach could be used to boost employee performance?

1.5 Research Hypothesis

This research study is set to test the following research hypotheses.

- 1) **H0:** There is no significant relationship between managers' leadership style and employee performance

H1: There is a significant relationship between managers' leadership style and employee performance

- 2) **H0:** Managers' leadership styles do not correlate with employees' level of job satisfaction

H1: Managers' leadership styles correlate with employees' level of job satisfaction

- 3) **H0:** Leadership style is not linked to employees' OCB

H1: Leadership style is strongly linked to employees' OCB

1.6 Study's Justification

This study will benefit banking administrators, policymakers and leaders since it will demonstrate how to use leadership in the banking sector to boost worker productivity and generate notable outcomes. The study will also benefit the banks by helping them make informed decisions on the optimal leadership strategy for raising employee morale and productivity and enhancing financial performance. Banks' "soft" characteristics impact employee productivity; as a result, this implication will aid in selecting the most effective leadership, which may come in a wide variety. Knowing how their subordinates perceive their leadership styles and how it impacts their performance would also be helpful to the banking leadership. They can alter their leadership ideas and achieve more ambitious goals.

1.7 Organisation of the Study

This research study consists of five chapters. The first chapter is an introduction to the study. The second chapter covers scholarly publications and literature on leadership style, performance outcomes, and the banking sector. The study's theoretical framework and gap are also stated. The third chapter describes the survey's research strategy and methodological techniques. Chapter four is a statistical analysis using SPSS to assess and clarify the study's stated objectives and questions. Chapter Five discusses the conclusion of the study's findings and makes recommendations based on the analysis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

2.1 Conceptual Framework

2.1.1 Concept of Leadership

Northouse (2010) defines leadership as a process whereby an individual persuades a group of individuals to achieve a shared objective for the overall benefit of the individual and the group of individuals. It is necessary to apply leadership strategies to motivate people to perform at their absolute best or make the most significant contribution possible to the firm. According to Rosenboom (2011), the act of being a leader is to persuade subordinates to give their all in order to accomplish organisational objectives. Effective leadership can make an organisation's culture and atmosphere more positive. Hurduzue (2015) suggests that a strong leadership style might encourage people in an organisation to reach their full potential. Leadership sets the tone for an organisation and its staff. Workers must know the company's strategic goals and the people they should follow to achieve them. It requires showing workers how to do things correctly and checking in on them frequently to make sure they are doing so. It also entails setting an example for the rest of the team by showing enthusiasm for the work, a desire to grow professionally, and a willingness to pitch in during solo and team endeavours.

Substantial research in developed and developing countries has been undertaken on leadership style, highlighting its significance. Academic leaders' tasks and responsibilities could be more precise due to a combination of factors, including a lack of formal professional training for applicants, a lack of continuity in leadership, and a lack of uniformity in job descriptions (McGregor, 2015). Those in positions of authority inside organisations use various leadership

approaches. Gmelch (2015) argues that this lack of professionalism in administrations can be mitigated by providing training in leadership qualities to current and aspiring administrative officials. There has been significant dynamism in the business world today, particularly in the banking sector, which reflects the nature of the sector's competition and innovation. Researchers have worked tirelessly to determine the best ways to operate as leaders because businesses always look for great leaders who can guide them to success. In addition to physical and intangible resources, robust and dynamic leadership is a requirement for organisations to function well (Teece, 2015). Organisational performance is significantly influenced by the leadership style of the organisation's chief executive. This research aimed to learn more about the effects of various leadership philosophies, including autocratic, democratic, and laissez-faire, on organisational performance.

2.1.2 Concept of Leadership Style

What defines a leader is the approach to team management that a person employs (Wahab, 2010). Leaders in an organisation can motivate their employees to do exceptionally well through various interactions and channels of communication, all for the greater good of the business (Hersey and Blanchard, 2013). A leader's tagged leadership style is the method he uses to inspire his team members to achieve their full potential. Various leaders are most successful when they adopt a unique strategy. According to Marturano and Gosling (2016), a superior's management style can positively or negatively impact an employee's job performance and loyalty to the firm and as a direct consequence, studies have advised managers to proceed cautiously while imparting their leadership style to their staff members. How a leader interacts with subordinates is illustrative of the leadership style he or she possesses, which can be broken down into specific characteristics and abilities. (Jeremy et al., 2011). Leadership style is how a person uses his or her position and

abilities to persuade others to collaborate to advance organisational goals (Fiedler, 2011). According to Newstrom and Davis (2013), a leader's leadership style is how they carry out their plans, inspire others, and give their team members the guidance they need to perform to their full potential and dedicate themselves to advancing the organisation's objectives.

2.1.2.1 Transformational Leadership Style

In 1978, James Macgregor Burns developed the concept of transformational leadership in a descriptive study of political leaders; B.M. Bass and J.B. AVALIO adapted this concept for application in organisational psychology and management (Jung and Sosik, 2002). Burns (1978) provided an operationalisation of transformational leadership, one of several dominant leadership theories. One who inspires and modifies their followers to achieve extraordinary outcomes is said to be a transformational leader (Abasilim, 2014). He or she is sensitive to the needs and stages of growth of each follower and can shift people's worldviews by showing them how to look at familiar problems in new ways and can inspire and motivate the team to more excellent performance (Al-Amin, 2017). For followers to behave in the best interests of the group as a whole and take care of one another's needs, a leader must use a style of leadership known as transformational leadership (Warrilow, 2012). In numerous ways, transformative leadership raises employees' enthusiasm, commitment, and productivity (Manzoor et al., 2019). Leaders can motivate their teams to do better by doing the following: encouraging them to take more responsibility for their work; learning about their strengths and weaknesses so they can assign tasks that play to their strengths; tying their followers' sense of self and the project's overall identity together; serving as an exemplary role model for their subordinates; and getting them excited about the work they are doing (Chan & Mak, 2014).

Similarly, transformational leadership encourages subpar performers to improve by forging a stronger emotional connection or identification with their leader. As a result, leaders influence followers' performance favourably (Arif, 2018). Like many other schools of thought on leadership, transformational theory embraces the heroic leader archetype (Abasilim, 2014). Effective performance by a person, group, or organisation requires leadership from someone who can determine the most advantageous course of action and motivate others to implement it (Bass, Avolio, Jung, and Berson, 2003). This view shows that transformative leaders inspire their followers to go above and beyond to serve the group (Li et al., 2019). Influence only flows from leaders to subordinates (McCleskey, 2014). By appealing to followers' higher ideals and intrinsic moral principles, transformational leadership, as defined by Jyoti and Bhau (2015), increases the likelihood that employees would act to ensure the firm's long-term success rather than their gain. A transformational leader, as defined by Puni et al. (2018), can identify the needs of their followers and take action to meet them. As defined by Chan and Mak (2014), transformative leaders can inspire their teams to do great things by communicating a clear vision and setting ambitious but achievable goals that boost productivity.

The concept that leaders can affect their followers' values, beliefs, norms, and attitudes to cause them to perform above the organizationally defined threshold outcome is the foundational principle of transformational leadership, as stated by Zwingmann et al. (2014). Sun et al. (2014) argue that transformational leaders are motivational and can influence their followers' attitudes, worldviews, and actions for the betterment of the organisation. According to the authors, this change is brought about by transformational leaders who show their followers the value of focusing on the big picture and how positive organisational outcomes may boost individual performance. According to Al Khajeh (2018), who agrees with the abovementioned stance,

transformational managers place a premium on developing a shared set of values for their workforce, boosting morale, skill, and motivation. He further opined that transformational leadership improves individual and team output by facilitating communication between superiors and those under them to capitalise on employees' intrinsic motivation, values, and passions.

Academicians agree that transformational leadership is a significant factor in employee innovation and productivity (Garcia-Morales et al., 2012). Samad (2012) asserts that transformational leadership is critical because it combines tenacity, creativity, and sensitivity to employee input to bring about positive management changes. According to Guo et al. (2016), transformational leadership encourages employees to think beyond the box by rewarding unique contributions and fostering an open dialogue about alternative approaches. Qabool and Jalees (2017) researched the banking sector and found that encouraging employees to develop their abilities increased creativity and unique solutions. When team members have faith in, loyalty to, admiration of, and respect for their leaders, they are more likely to give their all in their work and to voluntarily further the company's goals on their own time and initiative (Karz et al., 2010). Employees have a positive impression of transformational leaders because they are seen as competent and morally upright individuals (Bass, 2012). Most of the time, transformational leaders put the needs of their teams ahead of their own, and they listen to and act on the advice of those they manage. They put the group's needs ahead of their own and routinely put themselves in harm's way (Limsila and Ogunlana, 2008).

By acting according to the leader's core values and beliefs, transformational leaders motivate their followers to exceed expectations (Bass, 2011). According to Burns (2010), transformational leadership is one or more persons engaging with others in such a way that leaders and followers boost one another to higher levels of drive and morality. Followers of a leader who use

transformational leadership are motivated to go above and beyond the call of duty out of admiration, awe, and loyalty to their leader (Bass, 2011; Katz and Kahn, 2017). Bass et al. (2011) state that transformational leaders can motivate their teams by teaching them about the significance of task outcomes and the reasoning behind important decisions. As a result, team members are more likely to put the needs of the business ahead of their own and offer 100% effort when working on a project for the firm's good. The researchers urge staff to look at things in a new light and question established assumptions, hoping it will jolt their creativity and drive them to work harder toward the company's goals (Podsakoff et al., 2016). Proponents of the transformative leadership style see the leader as someone who is not limited by the views of those they lead (Schultz and Schultz, 2020; Carless et al., 2000). The primary focus is on changing the expectations and worldviews of their adherents. Individuals in leadership roles who adopt a transformative stance give their people a feeling of direction and excitement about the future (Schultz and Schultz, 2016). Transformational leaders articulate their vision for the future and inspire those around them to join them.

2.1.2.2 Transactional Leadership Style

Leader-follower interactions are the bedrock of transactional leadership (Dinh et al., 2014). The "transactions" at the heart of this type of leadership are various forms of reward and punishment, monetary exchanges, and interpersonal interactions. This type of leadership is often known as "management leadership" because it emphasises managerial tasks such as planning and coordinating for maximum group efficiency (Ejere and Ugochukwu, 2013). Transactional leadership uses rewards and punishments to motivate subordinates to carry out the leader's directives (Bass, 1997). Leaders that operate on a transactional level are tasked with maintaining an existing set of rules without seeking to modify that set or the future itself (Alqatawenh, 2018).

(McCleskey, 2014). Leaders who operate on a transactional basis use a replacement model in which employees are compensated based on their performance. Furthermore, transactional leaders can implement consequences for inefficient performance or poor outcomes (Iskan, Ersari, and Naktiyok, 2014). Transactional leadership, or management leadership, focuses primarily on the efficiency of supervisory functions and organisational and team output. Transactional leadership can be seen when leaders use incentives and consequences to motivate their followers to do what they want (Al-Malki and Juan, 2018).

Unlike transformational leaders, transactional ones care about keeping things as they are (Judge and Piccolo, 2004). These bosses meticulously examine employee output, looking for signs of inefficiency wherever they appear. Crisis and emergencies, as well as projects that require exact execution, are ideal for this kind of leadership (Tahir, 2015). Leaders operating from a transactional perspective will likely employ some incentive program in exchange for hard work and positive results. This type of leader, however, may also use punishment to discourage mediocre work or avoidable outcomes until the problem is fixed (Tahir, 2015). The success of the transactional leader's tasks depends on their ability to manage each component independently. As defined by Kunin and Walker (2017), transactional leaders inform their subordinates of a need, the benefits they will receive for fulfilling that need, and the consequences they will face if they do not. The subordinate's performance is evaluated positively or negatively, with prizes and punishments given or withheld accordingly (Kunin and Walker, 2017). According to Groves (2014), leaders are transactional if they often reward their followers in exchange for cooperation. The perks may include higher status inside the company, a higher salary, better evaluations, and increased responsibilities. A hallmark of transactional leadership is the emphasis on remuneration,

leading to a system in which superiors and subordinates work together to achieve mutually beneficial goals (Kunin and Walker, 2017).

In addition, as Groves (2014) points out, transactional leaders inspire an emphasis on one's interests among their followers. These leaders can calm their employees and boost productivity by zeroing in on specific corporate goals like providing exceptional, efficient customer service, decreasing costs, and improving output. Based on the research of Longe (2014), transactional leadership may be effective in financial institutions. Nonetheless, executives and employees of banks may feel dissatisfied due to the transient nature of the pleasures they receive from their work. Since these employees often obtained tangible and intangible rewards, Longe (2014) argues that this style also contributed to forming, optimising, and preserving staff capacities. In addition, the same author argues that transactional leadership gives rise to an inspiring vision that improves the firm's overall performance.

Nevertheless, Sofi and Devanadhen (2015) argue that the conclusion, as mentioned above, needs to be corrected since transactional leadership hinders employees from being inventive and creative, leading to poor performance. Stam (2015) describes that a transactional leader will collaborate with his or her team members to complete all organisational tasks promptly. Leadership in the transactional style is typically based on giving and taking; leaders expect their subordinates to do well on giving assignments in exchange for a reward at the end of the process (Bass and Avolio, 2002). A transactional leader uses incentives rather than consequences to motivate compliance from those under them. Transactional leadership is recommended during times of crisis or emergency, as well as on rare occasions when a task must be performed in a certain way (Bass, 2012). A transactional leader knows how to strike a deal that satisfies everyone involved, whether a group of employees or a giant corporation. Transactional leaders only take

action when the actual result or conclusion significantly differs from what was expected (Avolio, 2011).

In transactional leadership, corrective and constructive behaviours are demonstrated. Management by exceptions and contingent rewards are features of constructive behaviours included in the corrective dimension (Avolio, 2011). Because contingent rewards influence behaviour, subordinates anticipate awards when they perform extraordinarily well on a particular activity that advances the organisation's objectives. In contingent rewards, the leader makes it extremely obvious to the team members what is expected of them and provides a material incentive to encourage them to complete the work as well as possible (Stam, 2015). The leader in this dimension clarifies expectations for the followers by highlighting the benefits of exceeding expectations for them. This factor considers the subordinate's expectations and provides incentives for meeting objectives. When objectives are achieved, rewards and recognition encourage subordinates to step up and deliver exceptional results whenever a task is assigned (Bass, 2010). According to this leadership approach, deviations, errors, or mistakes must be closely monitored to be corrected as soon as they happen.

2.1.2.3 Participative Leadership Style

According to Puni et al. (2018), participatory leadership entails speaking with employees and considering their suggestions and opinions before a manager makes any decisions. It also entails sharing decision-making responsibilities with employees. It relates to agreement, dialogue, delegation, and participation (Sofi and Devanadhen, 2015). According to academics, this leadership stance offers many advantages. Bell and Mjoli (2014) contend that it is likely to improve decision-appropriateness makings while enhancing the quality of workers' working lives. Despite holding ultimate decision-making power, the participative leader, as described by Puni et al.

(2018), shows consultative tendencies by, for example, soliciting suggestions from subordinates. Additionally, the participative leader assigned duties to followers by incorporating them into every stage of the decision-making process, from brainstorming to voting to carrying out the plan (Northouse, 2014; Quick and Nelson, 2013). Participation in decision-making is associated with increased motivation, self-direction, and inspired teamwork, all of which positively affect organisational performance, as shown by studies (Hersey and Blanchard, 2010); (Bell & Mjoli, 2014).

With a participatory leadership model, subordinates are heavily involved in decision-making. Employees' connections to the company's leadership are said to be strengthened when they are given a voice in strategic planning conversations. Leaders gain the respect of their teams, and employees learn to take ownership of their job as a result (Jones, 2013). One benefit of participative leadership is that it helps employees have more faith in their superiors (Quick and Nelson, 2013). Those in authority who make decisions without consulting their employees often find themselves mistrusted by their subordinates (Jones, 2013). Leaders may raise morale and productivity by including workers in decision-making, increasing workplace transparency (Quick and Nelson, 2013). As a bank's success rests heavily on its employees' enthusiasm, this management style is being considered for use in the financial sector.

2.1.2.4 Charismatic Leadership Style

Charismatic leadership is one of the most successful trait-driven approaches to management (Derue, Nahrgang, Wellman, & Humphrey, 2011). They have a magnetic presence that motivates followers to realise their mission (Michael, 2010). Historically, charismatic leaders have been held in the highest esteem because of their success and infectious energy track records. They foster an atmosphere that is conducive to new ideas, and they often have powerful motivating

features. The followers care only about following the charismatic leader as he or she handles the organisation. When charismatic executives depart an organisation, the company needs a clear direction, which has far-reaching consequences for all its operations, as stated by (Michael 2010). This can last a year after a charismatic leader's death since they are so hard to replace. Personality strength is crucial to their leadership, and they frequently eliminate rivals with dominant personalities which could make followers happy and effective (Michael, 2010).

2.1.2.5 Autocratic/Authoritarian Leadership Style

Most of the time, those who lack leadership skills are the ones who are entrusted with additional responsibilities or promoted to positions that call on them to manage others (Foster, 2002). Under an autocratic regime, the head of state has the last say. They frequently do long-term damage to an organisation by ordering lower-level employees to execute services and strategies in a sloppy, unprofessional fashion (Clinton & Ogbor, 2021). Very little in the way of a shared vision or drive exists, and instead, management primarily uses threats and rewards to get employees to do their bidding (Michael, 2010). When a leader is autocratic, initiative, originality, and loyalty are all stifled. Organisational failure is inevitable when employees' primary motivation is to eliminate an autocratic leader (Wem, Theresa, Kelena, Othman, & Syed, 2019).

Autocratic leadership styles heavily emphasise the gap between the leader and their subordinates. These heads of companies are selective in the contacts they make. They believe only total command can guarantee a productive workplace and devoted followers. Authoritarian leaders tend to follow their visions, which are not only sometimes shared by the people they are leading (Obiwuru et al., 2011; Sofi and Devanadhen, 2015). Focusing on efficiency, autocratic leaders may see other leadership types, such as democracy, as impediments to success. Characteristics of an authoritarian include setting personal goals, using primarily downward and one-way

communication, dictating dialogues with followers, and dominance of interactions (Chira, 2016). There may be no room for debate in an environment where employees fear retaliation from an authoritarian leader, and those who speak up may feel their grievances are being ignored (Salin and Hoel, 2011).

2.1.2.6 Bureaucratic Leadership Style

Bureaucratic leaders create policies, apply them to achieve business goals, and follow them to drive execution, strategy, and results (Al-Malki & Juan, 2018). Their subordinates can be convinced to back whichever policies they feel most at ease with (Michael, 2010). In addition, they appear cold and unapproachable because they staunchly advocate systems and procedures above people (Tiftik & Kilic, 2015). This is because they believe that policies, rather than people, should determine the course of action. The issue with policy leadership is that the damage is often only seen after it has been done. Some bureaucratic executives need to recognise the value of leadership qualities like nurturing and encouraging subordinates (Michael, 2010).

2.1.2.7 Democratic Leadership Style

Delegating authority and including subordinates in decision-making is a hallmark of democratic leadership (Tannenbanum and Schmidt, 2011). One of the problems with this mode of leadership is that everyone in it thinks they have an equal investment in the outcome, an equal say in the process, and an equal level of expertise. Democratic leadership seems good in theory. Unfortunately, real-world applications rarely demonstrate this as the case, and doing it properly requires some effort. If a leader truly practices democratic leadership, he or she will empower group members to make decisions that are in their best interests while promoting social equality (Foster, 2002). The amount to which democracy can be practised (skills, attitudes and others) is usually constrained by the requirements of the organisation or group and the usefulness of people's

attributes (Foster, 2002). According to the democratic method, everyone should have a voice in collective decision-making regardless of their social or economic status. Whereas under a democratic form of leadership, a clear figurehead is still required to provide direction and control, this is not the case in every organisation. A leader of a democratic organisation must appoint members to various positions, including those with the power to speak for the group, participate in deliberation, and cast votes (Woods, 2004).

Findings suggest this leadership style is one of the most effective in fostering positive attitudes, increased output, and greater participation from team members. Democratic leadership inspires everyone to share their thoughts, often leading to fresh perspectives and novel approaches to problems (Solaja and Ogunola, 2016). The democratic approach to leadership is highly effective, but it is not without its flaws. When duties are unclear or time is of the essence, democracy can cause poor communication and unfinished projects. Democratic leadership is most effective when group members are knowledgeable and motivated to share that information because they allow enough time to weigh in, plan, and vote on the best option (Rukmani et al., 2010; Mitonga-Monga, and Coetzee, 2012).

2.1.2.8 Laissez-faire Leadership Style

Saeed (2014) argues that a laissez-faire leader refuses to take charge and who instead expects subordinates to take the initiative when carrying out their responsibilities. Verma et al. (2015) describe that laid-back leaders rely on their employees to take the initiative to get things done rather than handing them assignments. The authors explained that leaders who adopt a laissez-faire style assume their subordinates know what to do at all times and that leaders who rarely intervene in their subordinates' work are unproductive (Foster, 2002). Leaders that adopt a laissez-faire approach to management stay out of the decision-making process and do not share

their decisions with their teams. Northouse (2013) argues that the carefree attitude of some leaders might backfire, resulting in disorder, low productivity, inefficiency, and other unintended consequences. Under a laissez-faire leader, the group of followers is given complete autonomy. Laissez-faire managers let employees decide for themselves how to get work done. Followers can make their own decisions while having access to guidance and support. The laissez-faire leader encourages subordinate agency through carefully crafted freedoms but only gets involved in policy matters once specifically requested (Bono and Judge, 2004).

2.1.2.9 Paternalistic Leadership Style

Paternalistic leaders treat their followers like children and make decisions for them the same way a parent would (Al Khajeh, 2018). This kind of leadership cares deeply about subordinates or employees. In response, his people show him nothing but unconditional loyalty and confidence. This type of leadership aims to have subordinates who are fully committed to the leader's vision and will not deviate from it (Wang, Chin-Jen, & Mei-Ling, 2011). They can get a lot done because of these leaders' and managers' solid rapport. Firms prefer that their workers remain with them for extended periods out of appreciation for the employees' loyalty and trust. They are like a family and treat each other that way at work and in their personal lives. For any concerns, these workers know they can confide in one another and receive helpful feedback (Forsyth, 2018).

One of the problems that can arise with paternalistic leaders is that they may start to favour particular people when making choices. This manager would bring in the employees who are most likely to follow his or her example and gradually phase out the ones who could be more committed. Hence, the leader may not take them seriously when they tell them about a job opportunity because they fear the staff may leave. There are workers, and the leader may be put in a terrible position

(Chira, 2016). In collectivistic non-Western cultures, where leaders are seen as father figures and followers provide respect and loyalty to them in exchange for protection and direction, paternalistic leadership tends to be the most effective and popular management method (Schultz and Schultz, 2020).

2.1.3 Concept of Performance Outcomes

A company's performance is proportional to its ability to generate revenue and profit, both now and in the future (Babatunde and Emem, 2015). Investors and businesspeople have a vested interest in the smooth operation of their companies, as this will bring about greater financial returns, faster expansion, and a more significant competitive advantage. Together with tangible and intangible assets, successful firms also need competent and inspiring management. The phrase "performance result" is common in modern management, especially in the private and public sectors. More and more people worldwide are adopting and using performance management as "performance" refers to both the actions taken and the results produced (Tahir, 2015). Organisational performance and metrics can be considered the fruits of labour because they are directly linked to the organisation's strategic goals, the satisfaction of its customers, and the value it adds to its stakeholders financially (Corvellec, 2011). Generally, "performance" in the banking business refers to an individual's work output. The effectiveness with which an employee completes their job responsibilities is the primary factor in evaluating that individual's performance. It has been conventional wisdom that relying primarily on employee output is the best way to achieve organisational goals (Amos et al., 2004). Employee performance is crucial in today's business world (Baron et al., 2014).

2.1.4 The Link Between Leadership Style and Performance Outcome

According to Mehra et al. (2006), concentrating on leadership's consequences is a working strategy for some businesses seeking effective methods to help them surpass competitors. Hence, studies have shown that a leader's style significantly affects staff performance, affecting the organisation's performance outcomes. Manzoor et al. (2019) examined the role of corporate social responsibility (CSR) as a moderator between job performance and firm profitability in Pakistani small and medium-sized enterprises. Their findings show that transformational leadership is positively associated with CSR activities and workplace performance, and CSR acts as a positive and affirmative mediator between these concepts (Manzoor et al., 2019). Many scholarly discussions have focused on the correlation between leadership styles and workforce effectiveness. Most of this research shows a positive or negative association between leadership style and employee performance, depending on the style employed (Fu-Jin et al., 2010). Fu-Jin et al. (2010) argue that leaders can improve performance outcomes by showing empathy and respect for their employees. When workers are happy in their jobs, they are more motivated to complete their work; therefore, good leaders may expect increased productivity from their staff. Effective leadership has been shown to boost team output, especially when dealing with novel challenges (McGrath and MacMillan, 2010). It is critical to comprehend how leadership impacts organisational performance outcomes due to the widespread belief among academics that leadership is a significant aspect of improving an organisation's performance.

It has been suggested by researchers such as House and Aditya (2017) that more work needs to be done to fully understand the impact that leadership has on individual employee performance and the success of an organisation as a whole. This has emphasised researching the influence and effect of leadership style on employee performance. There is also a need for more

research into how leadership affects the bottom line in the banking and insurance industries, and by filling these research gaps, a more efficient way of operation in the financial sector will be discovered.

2.1.4 Factors Affecting Leadership Style

According to Mullins' (2014) research on leadership style, managers' leadership styles have come under scrutiny due to a better understanding of the demands and expectations of those who work for them. He argued that particular elements affect leadership style. These elements comprise:

- 1) Appreciation of adequate human resources and heightened corporate competition
- 2) The modification of the sociocultural value structure
- 3) The improvement of technical and scientific knowledge
- 4) The expansion of training and education standards and the need for greater social responsibility for subordinates, such as inclusion and participation in organisational decision-making and life balance
- 5) The change in the organisational nature of work
- 6) Governmental regulations.

2.2 Empirical Evaluation

Analysis of survey responses by Melton and Hartline (2010) indicated that workers' opinions of their supervisors' management styles were essential in determining whether they were happy in their jobs. A recent trend, however, indicated that workers' happiness on the job extends beyond them to affect how they interact with customers and that the happier the consumers are, the more successful the business. Obiwuru et al. (2011) conducted research to determine how

various leadership styles affected the productivity of a company of varying sizes. The findings of this study indicate that the transformational leadership style is associated with positive outcomes for employee morale and output while also providing intellectual stimulation, charisma, and individual consideration. Transactional leadership traits considered in the study, such as contingent/constructive rewards and management by exception, benefit employee performance and assist in accounting for the heterogeneity seen. The results of this study suggest that transactional leadership is superior to transformational leadership for improving productivity in small enterprises. The paper recommends that all small businesses use transactional leadership initially but that as their companies grow, they should transition to a more transformational management style.

Orazi et al. (2013) assert that there is no way to emphasise the significance of excellent leadership approaches in preserving the financial system's stability. They suggested that bank CEOs adopt a model leadership style with more transformational features and some consideration of transactional tactics, such as encouraging prizes to motivate employees to do well.

In Tamkin's (2012) publication, "Effectively Promoting Leadership in the Banking Industry," Tamkin analyses many methods for effective leadership in the sector. To determine what distinguishes influential leaders from those who are not, he interviewed seventy bank executives and compared their responses. He also noted that the heads of banks in Nigeria should exercise caution when deciding whether or not to take the reins of leadership and that a diverse leadership pipeline should be built to ensure continuity. Also, he stressed the importance of creating a diverse leadership pipeline, encouraging excellence, and giving employees agency within the bank. Therefore, he concluded that Nigerian bank CEOs would benefit from a more

transformational and transactional leadership approach, arguing against the laissez-faire leadership style.

Specifically, Raja's (2015) study aided our comprehension of how managerial ethos affects employees in India's private and public sectors. The study found a negative correlation between a laissez-faire management style and employee performance at the 95% confidence level. He claimed that when a company's leadership is slack, the company's teams perform poorly, and the company's goals are not achieved.

Ojokuku et al. (2012) studied the impact of leadership style on organisational performance, using a sample of sixty workers from a selected bank in Ibadan, Nigeria. The study's regression analysis showed the importance of a leader's approach, which found that staff performance differed by about 23%. He said that to thrive in the banking business's current cutthroat environment, top executives need to adopt more democratic and transformative approaches to management. Ojokuku et al. (2012) studied the impact of leadership style on the performance of Nigeria Bank, a Nigerian financial institution. A total of 60 people were used as participants in the study. Twenty financial institutions in Ibadan, Nigeria, participated in the research. A standardised questionnaire was used for in-person interviews with branch managers, operations leaders, and accounting heads to gather adequate data. One hypothesis was formulated, and an inferential statistical technique was used to examine the data. Regression analysis was used to examine the factors that make a leader's style influential to his or her followers and their performance. The findings indicated a symmetrical association between leadership fashion and output. This study found leadership style to predict organisational performance by 23% jointly. Based on the positive effects on followership and performance observed in this research, transformational and democratic leadership styles are highly recommended for banks, especially in the current highly competitive global economy.

Al Khajeh's (2018) research examined the effects of several leadership ideologies on business outcomes. Leadership styles such as transformational, transactional, autocratic, charismatic, bureaucratic, and democratic were crucial to the debate. This research has shed light on the differences between leadership styles, revealing that while democratic, transformational, bureaucratic, and autocratic leadership positively impact organisational performance, charismatic and transactional leadership negatively impact organisational performance by limiting employee agency and opportunity. This study makes use of both secondary and primary sources of data. The original research employed a quantitative approach and relied on a survey instrument based on a questionnaire. Secondary research, which involved a look through past publications was done to get to the bottom of the study's aims. Poor organisational performance has been linked to charismatic, bureaucratic, and transactional leadership styles. On the other hand, transformational, authoritarian, and democratic leadership styles all contributed positively to the development of their respective organisations. Businesses should adopt a leadership approach that builds employee expertise, and it has been suggested (Wang et al., 2011; Western, 2019; Xu and Wang, 2008).

According to Amal and Nosheen's (2019) research, CEOs' philosophies directly impact their companies' performance. Its researchers probed the impact of various Pakistani leaders' leadership ideologies and styles on their firms' performance. The three main styles of leadership appraised are transformational, transactional, and laissez-faire. Whereas the first two have positive benefits of different strengths, the third one decreases organisational performance. A quantitative study was carried out with the help of a questionnaire that was filled out by various CEOs of manufacturing and service organisations. SPSS examined the data, and the researchers concluded that while transactional leadership is preferred in developing businesses, there are times when a more hands-off approach to management is called for. As a result, the leader may need to adopt a

multi-faceted approach to leading the group. A leader's style can majorly be affected how well an organisation does.

2.3 Theoretical Framework

2.3.1 Personal/Trait Theory

According to trait leadership theory, influential leaders are characterised by factors that enhance their ability to commit to a shared cause (Zakeer, Nawaz, and Khan, 2016). Personality traits, motivations, skill sets, and modes of interpersonal communication all fall under this umbrella (Derue, Nahrgang, Wellman, and Humphrey, 2011). Qualities, including innate characteristics and acquired abilities, can explain successful leadership. This method has been used to help identify potential leaders. When these traits are emphasised during leaders' selection, development, and training, organisations can reap the benefits of having effective teams and a decisive direction (Uzohue, Yaya, and Akintayo, 2016). Characteristics of a manager's or leader's personality are often reliable indicators of effectiveness. Silverthorne (2010) claims that successful management is closely correlated with several personality qualities. He argued that some unproductive managers in the United States, Taiwan, and Thailand overestimate their agreeableness, extroversion, conscientiousness, and lack of neurosis.

2.3.2 Contingency Theory

This leadership theory was popularised by Fiedler in 1967, who argued that how superiors interact with their reports and the degree to which they are given autonomy in the workplace impact team output (Alajmi, 2022). This indicates that the outcomes of an unusual leading method can shift based on the situation's specifics. In order to show how different kinds of leaders perform in different situations and to identify the optimal blend of leadership styles, this model was developed (Johnson, 2011). By applying this contingencies theory to studying the connection between

leadership and employee performance, we may conclude that influential leaders are flexible enough to respond to changing circumstances and inspire their teams to achieve their full potential.

2.3.3 Situational theory

Morgeson and Ilies (2007) classify the situational leadership theory as behavioural. Hersey and Blanchard (1996) collaborated on their research and have been credited with several important discoveries in situational theory. A great deal of insight into the characteristics of employees that determine this approach provides the appropriate leadership behaviour. Critical concepts in the Hersey and Blanchard situational theory include varying degrees of subordinate readiness. Those who need to adequately prepare for their jobs due to lack of experience or training are likelier to exhibit job insecurity. These people need a different kind of leadership from the type that works well with people who appear to be well-prepared and, as a result, command good ability, confidence, and talents with a strong affinity for work.

Arnold et al. (2000) argue that four distinct types of leadership can be seen in different situations, and they base their argument on situational theory. Some examples are making a sale, conversing, sharing a story, and assigning responsibilities. Telling includes describing the steps to be taken in detail. That is why it is so important for team leaders to check sure everyone is working on the right things when it comes to projects. Leadership with a sales mindset promotes an environment where workers are encouraged to ask questions to ensure they fully grasp their assignments. (McCleskey, 2014).

2.3.4 Theory of Path-Goals

A further adaptable leadership strategy is the Path-Goal Theory. As stated by Burgoyne et al. (2004), an essential part of a leader's job is to inspire subordinates to work harder toward the common objective of getting things done as quickly as possible. A leader can increase the

motivation of staff or team members by streamlining the process by which subordinates can obtain the rewards offered or by employing strategies that increase the reward level that the team members or subordinates value and desire. In this context, "path" refers to the leader's duty to help the employee understand and internalise the habits that will lead to successful task completion (Zakeer, Nawaz, and Khan, 2016); (Derue, Nahrgang, Wellman, and Humphrey, 2011).

2.3.5 Theory of Fiedler Contingency

Significant efforts were made by Fiedler (1954) and his coworkers to combine leadership style and corporate culture. This theory's central concept is that a leader's success may be evaluated by comparing how well their approach works in different contexts (da Cruz, Nunes and Pinheiro, 2011). A successful fit is possible if one takes the time to correctly identify the leadership style and environmental factors at play in the organisation. Under Fiedler's contingency theory, the focus of the leader's actions can be either on the people they are leading or the work they are trying to get done (Kundu and Mondal, 2019). Leaders are evaluated based on their work performance and the strength of their connections with their subordinates and team members. The contingency theory of leadership shows that group captains must take their responsibilities seriously to succeed as leaders. If leaders keep building trusting relationships with their teams, they will likely succeed in their roles (Tiftik and Kilic, 2015); (Teahen, Boyd, Preston, and Boggs, 2019).

2.3.6 Adaptive Leadership Theory

Adaptive leadership motivates followers to address and overcome new issues in a company (Northouse, 2016). According to Salicru (2017), adaptive leadership involves coordinating and concentrating followers' attention on an issue while mobilising them to address it. Employers are encouraged to make significant adjustments in their lives by the leader's behaviour and actions. Adaptive leadership is a "framework developed to explain leadership for businesses of the 21st

Century that rely on knowledge or information as a key commodity rather than the production of commodities and services that was popular in the industrial age," according to Northouse (2016). (p. 260). The everyday interactions between a leader and his or her followers are how the adaptive leadership theory conceptualises leadership, according to Haworth et al. (2018).

This paradigm emphasises leadership behaviours in line with adaptation, creativity, and learning (Teahen et al., 2019). This theory acknowledges the complexity of the workplace in the twenty-first century and promotes the idea that an adaptable leader should assist with complicated processes and problem-solving rather than taking charge of them. According to Dugan (2017), this theory strengthens the opposing power dynamics in modern businesses since individuals may become unhealthy and dependent on the leader's direction while other non-versatile employees may decide to oppose. This means that disagreement may arise at the price of working together to address new problems within the company (Teahen et al., 2019)

2.4 Research Gap

Many studies have been conducted on leadership styles and their effects on employee productivity in various settings and countries. The research linking leadership style to performance outcomes is controversial amongst academics. Some of the reviewed literature lends credence to the hypothesis that transactional and transformational leadership styles positively affect employee performance, with the latter having a more pronounced effect (Kehinde and Bajo, 2014).

The evidence on laissez-faire is contradictory due to the claims of experts such as Gimuguni et al. (2014) and Aboushaqah et al. (2015) that it has a good association with employee performance. As a result of their perceived lack of direction, many academics argue that employees under laissez-faire management perform worse. According to the existing literature review, more is needed in the banking industry regarding leadership style's implications on performance results.

Prevailing research needs to pay more attention to the connection between leadership style and business results in the banking industry. However, more research needs to be conducted on the effect of leadership style on performance outcomes in the banking industry in Nigeria and the Republic of Ireland. What management style do bank leaders in Nigeria and the Republic of Ireland typically use? How does the leadership style of bank leaders affect the results they achieve? Specifically, what changes could be made to how banking is led in the study's geographical region? By the end of the research, we hope to have a better understanding of the banking dilemma that has been discussed in connection to Nigeria and the Republic of Ireland and to have proposed a potential solution to this problem.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section describes the procedure used to evaluate the survey's goals in light of the intended responses and the key actions taken. Using case studies of commercial banks in Nigeria and the Republic of Ireland, this study examined the impact of leadership behaviours on performance outcomes in the banking industry. This study will use an online survey evaluation of certain commercial banks in Nigeria and the Republic of Ireland to determine the impact of leadership lifestyle on performance results in the banking industry and to address the specified questions and research objectives.

3.1 Research Onion

Saunders' description of the research onion condenses several choices for constructing the research approach. This also summarises the overall strategy that directed the creation of our study technique (Saunders, Lewis, and Thornhill, 2007).

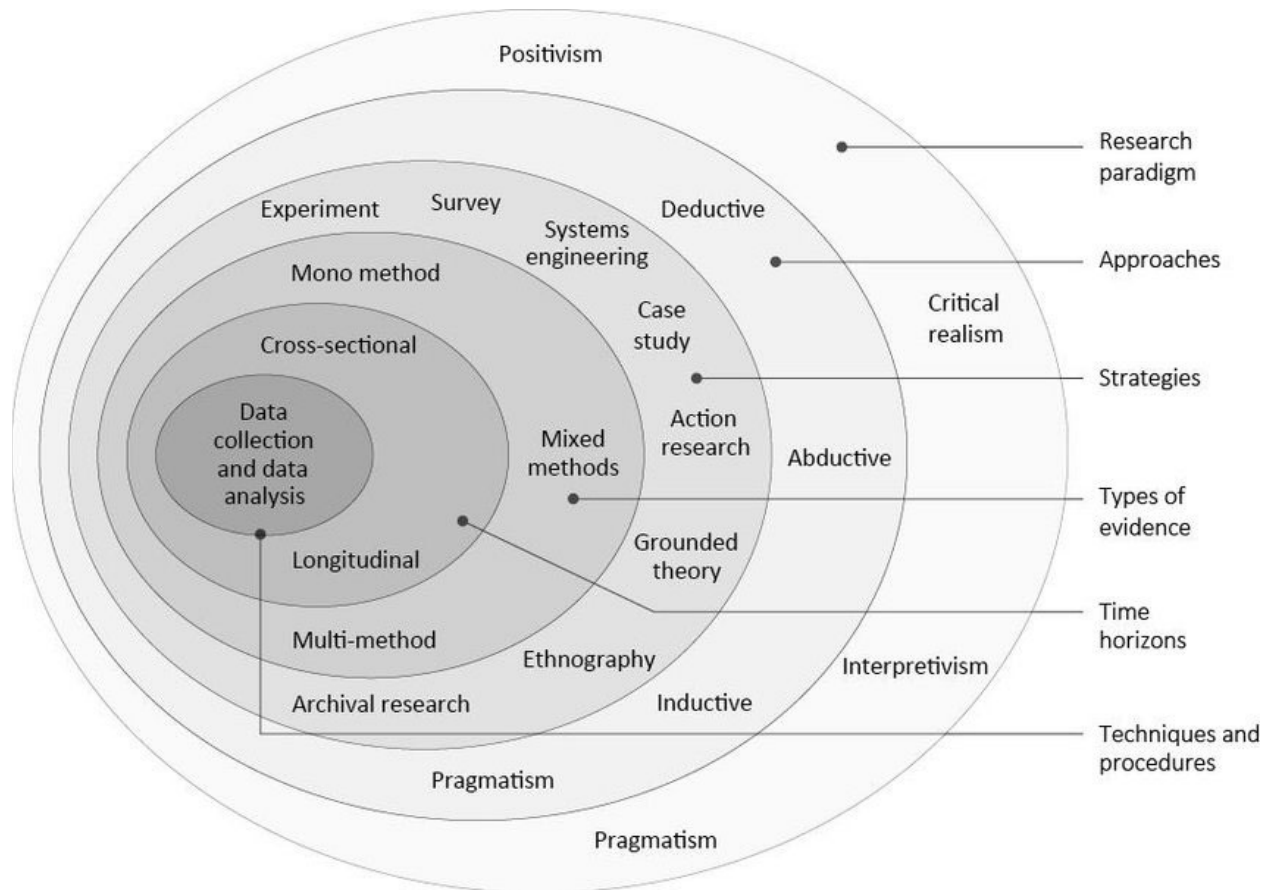


Figure 1: Research Onion (Saunders et al., 2016)

3.2. Research Philosophy

This section discusses the overarching assumptions that will be used to drive the study. According to Saunders, Lewis, and Thornhill (2007), the research philosophy is a collection of assumptions about how knowledge works. Both ontological and epistemological perspectives will be examined as part of the research philosophy.

3.2.1 Ontological Position

According to Crotty (2003), ontology is "the study of being." It is concerned with the kind of universe the researcher wants to examine. A response to the questions "What is there that

can be known?" and "What is the nature of reality?" is provided by the underlying presuppositions of ontology, as argued by Guba and Lincoln (1989).

3.2.2 Epistemological Position

Crotty (2003) defines the epistemological stance as a way of thinking about how we acquire knowledge. The research follows a positivist approach, which places a premium on complex data and empirical evidence. The positivist methods of data collection and neutral analysis are utilised in this investigation. The concept aids the researcher in drawing observable and quantifiable results.

3.3 Research Approach

3.3.1 Inductive/Deductive Approach

There are two distinct methods of inquiry: inductive and deductive. The primary purpose of inductive reasoning is to create a theory or concept, while the primary purpose of deductive reasoning is to test an existing theory or notion. Statistical evidence supports the inductive method of reasoning. As Barbie (2010) described, the deductive method involves making an observation and then finding a pattern within that observation. A conclusion is drawn by extrapolating from available information and existing ideas. It is also an attempt to connect a more particular concept to a broader one. This study uses a logical approach to analyse how a leader's approach to their role can affect the results they achieve in the banking sector. This line of reasoning will aid the researcher in developing the most effective strategy for assessing the problem and achieving the study's goals. Time constraints and quantitative research suggest that the deductive method will yield the best results.

3.3.2 Qualitative/Quantitative Approach

Silverman (2013) states that the qualitative method is an overarching strategy for thoroughly understanding social phenomena in their natural habitat. While a quantitative method helps in measuring data and assessing results based on factors, it places more emphasis on "why" than "what" when it comes to meeting research objectives (Williams, 2011).

This study employs a quantitative survey research methodology. The study survey's methodology was based on the effectiveness of leadership lifestyle on the performance outcomes in the banking sector and specifically to analyse the following research objectives, namely;

1. To get insights into the various kinds of leadership styles that affect performance in the workplace;
2. To assess how an effective management style affects banking sector employees' performance;
3. To assess the value of leader-worker interactions in forming effective organisations; and
4. To offer advice on effective leadership styles to enhance employees' performance in an international financial setting.

In order to effectively examine these four study aims, a quantitative research strategy is required. According to Ogula (1999), collecting data from a survey sample is to estimate one or more demographic characteristics. It was favoured due to its systematic data collection strategy, reliable reporting, and detailed characterisation of a target group.

3.4 Justification of Research Philosophy

The study design was set up so that the research could be examined. However, the study's design will be tweaked and fine-tuned regularly to evaluate the above questions adequately.

3.5 Research Strategy

In light of the issues with the study, Punch (1998) discovered that it is necessary to set up the actual structure of the research. The focus of the research is on how quantitative methods can be put to use. A combination of statistical analysis methods was determined to produce the best quantitative results. It also simplifies the process of learning to measure effectively, generalise information, and be consistent (Bryman, 2012); (Collins and Hussey, 2009). Berg (2004) argues that larger sample sizes and more precise handling of longer time horizons are two reasons quantitative techniques have more generalisation potential. Even though some studies have combined the quantitative and qualitative methods, the former has been utilised to probe issues like a lack of representativeness in the sample and difficulties with clarity and reliability (Berg, 2004).

3.6 Sampling and Sampling Techniques

A sample is a selection of data from a larger population to provide more accurate results. According to Yin (2019), a sample is a subset of a larger population statistically indicative of that population. Sixty questionnaires will be distributed to customers of the commercial banks in Nigeria and Ireland that meet the predetermined criteria. The managers will receive 20 copies of the survey, while all other employees will receive 40 copies. LinkedIn will be used to get in touch with the survey's respondents. In particular, data will be collected from employees whose jobs require frequent face-to-face encounters with a supervisor or manager and from members of groups of employees who report to the same supervisor or manager and have frequent

opportunities for such interactions. The sample would be selected using non-random, purposeful sampling. This sampling method gives the researcher leeway in choosing survey participants, as it is limited to bank employees and managers in the chosen country. This would improve the reliability and validity of the research and lead to a more thorough comprehension of the topic at hand and more precise results (Collins and Hussey, 2014). employing a 5-point Likert scale, there would be five (5) choices for how to react to each study's statement.

3.7. Population Size

Hundred (100) staff members will make up the sample size for this study. So, this research will employ a Google Form survey to collect data, with a sample size determined by a random selection from the study's target demographic (Nigeria and Ireland).

3.8. Research Measures

Researchers collect participant data through measures including surveys, interviews, and fabricated scenarios. This research will employ a Google Form survey to collect data from participants. It will be as short and relevant as possible, and all the questions will be relevant to the study's objectives. Every information a responder will need to complete the survey for the study will be included in the consent form, so they may learn all they can about it and give informed consent.

3.9. Data Collection Method

This study will use commercial banks in Nigeria and the Republic of Ireland as primary sources. During the following two weeks, the survey data collection will be compiled. To better comprehend a topic or learn more about it, researchers employ a variety of methodologies or ways of doing things, like collecting data and analysing it. The survey used in the study will be based on primary data. Commercial bank workers in the study areas will be surveyed cross-

sectionally to provide the bulk of the data. The information will be gathered using a well-structured questionnaire and a Google Form survey for distribution and collection. In order to make it simple for responders to comprehend and answer, questions will be written in concise, plain language.

3.10. Data Analysis

Descriptive statistics will be employed to ascertain the frequency and percentage breakdown of the data collected from respondents, and multiple regression analysis models will be utilised to examine the hypothesised link between leadership style and performance outcomes. The research study's credibility will also be evaluated using Cronbach's Alpha. The survey will undergo processing, analysis, presentation, and interpretation as soon as it is retrieved. The data summary and organisation solve the research question and achieve the study's aims. This is achieved by utilising the interconnected processes of data processing and analysis. Using statistical analysis will save a ton of time and money. Data will be analysed using SPSS (Statistical Software for the Social Sciences). The regression tool, a table, and a chart will be used to examine the data and draw conclusions about the hypothesis. Following collection, the data will be analysed in light of the study's aims.

3.11. Research Quality

3.11.1 Reliability

Reliability refers to the consistency with which a result shows when a research method has been effective (Gregory and Chapman, 2007). Testing the research instrument beforehand and then providing it to the participants will establish its viability as a research tool. The researcher also gets feedback on the reliability of the surveys from his supervisor. Participants

will be asked to fill out questionnaires and comment on the questionnaire's overall clarity and the relevancy of each topic.

3.11.2 Validity

The validity, as defined by Mugenda and Mugenda (2003), refers to the reliability and relevance of conclusions drawn from research. In actuality, it describes the degree to which the results of the data analysis provide an accurate picture of the research topic. Similar questions will be used on different test participants to evaluate the content validity of the questionnaires in different ways.

3.12 Limitations of Research Methodology

The findings and suggestions of the study are significant, yet several variables limit the theme study's conclusions only applied to a small number of commercial banks. Furthermore, the analysis relies on primary data collected in Nigeria and the Republic of Ireland, which may only make it unsuitable for generalising the findings of this research to the entire population.

3.13 Ethical Considerations

Privacy of responders and data sharing among study participants are significant discussions in ethical considerations. In order to conduct research with a focus on management, researchers need to be in touch with their values to be able to think critically and anticipate the ethical implications of their work (Kakabadse, 2002). All data collection for this study will adhere to the university's code of conduct. There will be no data breaches since the supervisor will thoroughly check the data used because each participant will have given their consent before being asked to conduct the survey.

3.14. Timeframe of the Research

Following the directives provided by the organisation, this research will be finished within the period that has been allotted for the year 2023. The research will be completed in April 2023.

3.15. Summary

Research in this chapter was conducted by a survey, as was described earlier. Time constraints from the institution must be adhered to precisely, and the analysis must contain things like frequency calculations, regression analysis, descriptive statistics, and percentage counts.

CHAPTER FOUR

RESULT AND DISCUSSION

4.0 Introduction

This section covers the display of the primary data utilised and the data analysis using the statistical software Statistical Packages for Social Sciences (SPSS). A hundred respondents participated in the research to represent the entire population efficiently. The analysis was taken on the research topic **The Effect of Leadership Style on the Performance Outcome of Commercial Banks in Nigeria and the Republic of Ireland.**

Particularly, this section evaluates in detail the data analyzed to address the study objectives, namely;

1. To get insight into the different types of leadership styles that affect performance in the workplace;
2. To learn how an effective management style affects banking sector employees' performance;
3. To assess the value of leader-worker interactions in forming effective organisations;
and
4. To offer advice on effective leadership styles to enhance employees' performance in an international financial setting.

This section has five sub-sections, the initial part encompasses the demographic information, the second part encompasses the discussions of research objectives, the third section contains a summary of findings, the fourth contains hypothesis testing, and the last section deals with the limitations of the study.

4.1 RESULTS

4.1.1 ANALYSIS OF DEMOGRAPHIC VARIABLES

The collected data from the respondents were analysed using the appropriate statistical tool mentioned in the research methodology.

SEX OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	67	67.0	67.0	67.0
Valid Male	33	33.0	33.0	100.0
Total	100	100.0	100.0	

AGE GROUP OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
31 - 40	46	46.0	46.0	46.0
Valid 41 - 50	12	12.0	12.0	58.0
Below 30	42	42.0	42.0	100.0
Total	100	100.0	100.0	

EDUCATIONAL QUALIFICATION OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
B.Sc/B.A/HND	52	52.0	52.0	52.0
Valid MSc/MBA	48	48.0	48.0	100.0
Total	100	100.0	100.0	

PLACE OF WORK OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
	2	2.0	2.0	2.0
Valid Allied irish	13	13.0	13.0	15.0
Danske bank	17	17.0	17.0	32.0
First bank	13	13.0	13.0	45.0
GT Bank	18	18.0	18.0	63.0
Polaris bank	18	18.0	18.0	81.0
Ulster banks	19	19.0	19.0	100.0
Total	100	100.0	100.0	

RESPONDENTS' EMPLOYMENT TYPE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Full-time	73	73.0	73.0	73.0
Part-time	27	27.0	27.0	100.0
Total	100	100.0	100.0	

NUMBER OF YEARS OF WORKING EXPERIENCE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6 - 10	51	51.0	51.0	51.0
11 - 15	10	10.0	10.0	61.0
Below 5	39	39.0	39.0	100.0
Total	100	100.0	100.0	

LOCATION/COUNTRY OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Nigeria	49	49.0	49.0	49.0
Republic of Ireland	51	51.0	51.0	100.0
Total	100	100.0	100.0	

4.2 Analysis and discussion of findings based on the stated research objectives

4.2.1 Discussions of findings related to objective one: to get insight into the different types of leadership styles that affect performance in the workplace.

Correlations

Control Variables		TRA NSAC TION AL	TRAN SFOR MATI ONAL	PAR	LAI	AUTO		
Employment Performance	Transactional	Correlation	1.000	.543	.484	.364	.230	
		Significance (2-tailed)	.	.000	.000	.000	.022	
		df	0	97	97	97	97	
	Transformational		Correlation	.543	1.000	.826	.446	.316
			Significance (2-tailed)	.000	.	.000	.000	.001
			df	97	0	97	97	97
	Participative		Correlation	.484	.826	1.000	.312	.305
			Significance (2-tailed)	.000	.000	.	.002	.002
			df	97	97	0	97	97
Laissez-faire		Correlation	.364	.446	.312	1.000	.029	

I/my manger use rewards and punishment to increase productivity in my organization

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	49	49.0	49.0	49.0
Disagree	7	7.0	7.0	56.0
Neutral	18	18.0	18.0	74.0
Valid Strongly agree	26	26.0	26.0	100.0
Total	100	100.0	100.0	

As seen in the table above, about 75% of the respondents agree that their managers use rewards and punishment to increase organisational productivity. This describes a transactional leadership style (Abdullahi, 2015).

I/my manager reprimand subordinates when they fail to complete their work targets

	Frequenc y	Percent	Valid Percent	Cumulative Percent
	1	1.0	1.0	1.0
Agree	52	52.0	52.0	53.0
Disagree	6	6.0	6.0	59.0
Valid Neutral	9	9.0	9.0	68.0
Strongly Agree	32	32.0	32.0	100.0
Total	100	100.0	100.0	

From the table displayed above, about 84% of the respondents agree with the assertion made that their managers reprimand subordinates when they fail to complete their work target. This finding describes transactional leadership (Ejere & Ugochukwu, 2013).

I/my manager clarify expectations and closely monitor subordinates to enhance performance and productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	52.0	52.0	52.0
Disagree	6	6.0	6.0	58.0
Neutral	22	22.0	22.0	80.0
Valid Strongly agree	19	19.0	19.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

From the table above, about 71% of the respondents agree that their managers clarify expectations and closely monitor subordinates to enhance performance and productivity. This describes a transactional leadership style (Ejere & Ugochukwu, 2013).

I/my manager provide rewards in exchange for good performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	44	44.0	44.0	44.0
Disagree	15	15.0	15.0	59.0
Neutral	18	18.0	18.0	77.0
Valid Strongly agree	23	23.0	23.0	100.0
Total	100	100.0	100.0	

From the above table, about 67% of the respondents agreed that their managers provide rewards in exchange for good performance. This describes a transactional leader (Abdullahi, 2015).

I/my manager tell subordinates what to do if they want to be rewarded for their work

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	40	40.0	40.0	40.0
Disagree	10	10.0	10.0	50.0
Neutral	30	30.0	30.0	80.0
Valid Strongly agree	15	15.0	15.0	95.0
Strongly disagree	5	5.0	5.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents agree, "I/my manager tell subordinates what to do if they want to be rewarded for their work. This describes transactional leadership (McCleskey, 2014).

I/my manager provide rewards when subordinates achieve organizational goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	54	54.0	54.0	54.0
Disagree	6	6.0	6.0	60.0
Neutral	14	14.0	14.0	74.0
Valid Strongly Agree	23	23.0	23.0	97.0
Strongly disagree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

The table above shows the result of respondents on the assertion, "I/my manager provide rewards when subordinates achieve organisational goals, which the majority of the respondents agreed with. This describes a transactional leadership style (Ushe & Moeng, 2020).

I/my manager have made employees leave because they are unhappy with their leadership style

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	20	20.0	20.0	20.0
Disagree	33	33.0	33.0	53.0
Neutral	22	22.0	22.0	75.0
Valid Strongly agree	9	9.0	9.0	84.0
Strongly disagree	16	16.0	16.0	100.0
Total	100	100.0	100.0	

From the table shown above, it can be seen that the majority of the respondents (49%) disagree, while about 29% agree that their managers have made employees leave because they are unhappy with the leadership style.

I/my manager help subordinates to develop themselves in their job

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	57	57.0	57.0	57.0
Disagree	3	3.0	3.0	60.0
Neutral	16	16.0	16.0	76.0
Valid Strongly Agree	24	24.0	24.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (81%) agree, "I/my manager help subordinates to develop themselves in their jobs". This describes a transformational leadership style (Abasilim, 2014).

I/my manager do not ask for commitment via orders and formal rules

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	1.0	1.0	1.0
Agree	32	32.0	32.0	33.0
Disagree	19	19.0	19.0	52.0
Neutral	32	32.0	32.0	84.0
Strongly agree	12	12.0	12.0	96.0
Strongly disagree	4	4.0	4.0	100.0
Total	100	100.0	100.0	

The table above shows the result of the assertion "I/my manager do not ask for commitment via order and formal rules", and most respondents agree.

I/my manager shows flexibility dealing with others

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	57	57.0	57.0	57.0
Disagree	7	7.0	7.0	64.0
Neutral	19	19.0	19.0	83.0
Valid Strongly Agree	14	14.0	14.0	97.0
Strongly disagree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

The table above shows the result of the assertion that "I/my manager shows flexibility e=when dealing with others", and most respondents agree. This finding conformed with a transformational leadership style (Abasilim, 2014).

I/my manager use subordinates' opinions to solve work problems

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	52	52.0	52.0	52.0
Disagree	9	9.0	9.0	61.0
Neutral	21	21.0	21.0	82.0
Valid Strongly agree	17	17.0	17.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

I/my manager allocates mandates and authorities in unexpected ways

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	43	43.0	43.0	43.0
Disagree	14	14.0	14.0	57.0
Neutral	26	26.0	26.0	83.0
Valid Strongly agree	11	11.0	11.0	94.0
Strongly disagree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

I/my manager work to increase the sense of belonging among subordinates in the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	61	61.0	61.0	61.0
Disagree	7	7.0	7.0	68.0
Neutral	9	9.0	9.0	77.0
Valid Strongly Agree	21	21.0	21.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows the result of the assertion, "I/my manager work to increase the sense of belonging among subordinates in the bank. The result shows that most respondents (82%) agree with the assertion. This quality describes a transformational leadership style and aligns with Al Khajeh's (2018) findings.

I/my manager stimulate subordinates distinguishing performance levels

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	56	56.0	56.0	56.0
Disagree	6	6.0	6.0	62.0
Neutral	15	15.0	15.0	77.0
Valid Strongly Agree	23	23.0	23.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (79%) agree that their manager stimulates subordinates by distinguishing performance levels. This describes a transformational leadership style (Zwingmann, Wegge, Wolf, Rudolf, & Richter, 2014).

I/my manager discuss thoughts with subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	56	56.0	56.0	56.0
Disagree	5	5.0	5.0	61.0
Neutral	21	21.0	21.0	82.0
Valid Strongly agree	16	16.0	16.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) agree with the assertion "I/my manager discuss thoughts with subordinates". This describes a transformational leadership style (Puni, Mohammed, & Asamoah, 2018).

I/my manager work to satisfy the psychologically needs of the subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	47	47.0	47.0	47.0
Disagree	6	6.0	6.0	53.0
Neutral	22	22.0	22.0	75.0
Strongly agree	25	25.0	25.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) agree with the assertion that "I/my manager work to satisfy the psychological needs of the subordinates."

I/my manager allows subordinates to think and initiate

	Frequency	Percent	Valid Percent	Cumulative Percent
	2	2.0	2.0	2.0
Agree	53	53.0	53.0	55.0
Disagree	5	5.0	5.0	60.0
Valid Neutral	12	12.0	12.0	72.0
Strongly Agree	28	28.0	28.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (81%) agree with the assertion that "I/my manager allows subordinates to think and initiate". This also describes a transformational leadership style (Ejere & Ugochukwu, 2013).

I/my manager help subordinates to develop workability

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	1.0	1.0	1.0
Agree	43	43.0	43.0	44.0
Disagree	5	5.0	5.0	49.0
Neutral	22	22.0	22.0	71.0
Valid Strongly Agree	28	28.0	28.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above reveals that most respondents (71%) agree that "I/my manager help subordinates to develop workability". This also describes a transformational leadership style (Ejere & Ugochukwu, 2013).

I/my manager raise confidence among the subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	47	47.0	47.0	47.0
Disagree	4	4.0	4.0	51.0
Neutral	20	20.0	20.0	71.0
Strongly Agree	29	29.0	29.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (76%) agree with the assertion "I/my manager raise confidence among my subordinates". This also describes a transformational leadership style (Ejere & Ugochukwu, 2013).

I/my manager act as a leader in the discussion

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	51	51.0	51.0	51.0
Disagree	9	9.0	9.0	60.0
Neutral	18	18.0	18.0	78.0
Valid Strongly agree	21	21.0	21.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) agree that "I/my manager acts as a leader in the discussion". This also describes a transformational leadership style (Ejere & Ugochukwu, 2013).

I/my manager instill trust, faith and confidence among subordinates

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	38	38.0	38.0	38.0
Disagree	7	7.0	7.0	45.0
Neutral	10	10.0	10.0	55.0
Valid Strongly Agree	43	43.0	43.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (81%) agree that "I/my manager instills trust, faith and confidence among subordinates". This describes a transformational leadership style, as Ejere and UgoChukwu (2018) opined.

I/my manager deal with subordinates with respect

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	1.0	1.0	1.0
Agree	48	48.0	48.0	49.0
Disagree	5	5.0	5.0	54.0
Neutral	13	13.0	13.0	67.0
Strongly Agree	32	32.0	32.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (80%) agree, "I/my manager deal with subordinates with respect". This also describes a transformational leadership style (Abasilim, 2014).

I/my manager encourage subordinates to think about old problems in new ways

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	40	40.0	40.0	40.0
Disagree	11	11.0	11.0	51.0
Neutral	18	18.0	18.0	69.0
Valid Strongly agree	29	29.0	29.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (79%) agree, "I/my manager encourage subordinates to think about old problems in new ways". This describes the transformational leadership style as opined by Abasilim (2014).

**I/my manager provide subordinates with new ways of looking at
puzzling things**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	53	53.0	53.0	53.0
Disagree	8	8.0	8.0	61.0
Neutral	21	21.0	21.0	82.0
Valid Strongly Agree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

The table above shows that the majority of the respondents (72%) agree with the assertion "I/my manager provide subordinates with new ways of looking at puzzling things", and this describes transformational leadership as opined by Furkan et al. (2010)

I/my manager assist others in rethinking ideas that have never been questioned before

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	52.0	52.0	52.0
Disagree	10	10.0	10.0	62.0
Neutral	16	16.0	16.0	78.0
Valid Strongly agree	20	20.0	20.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) agree with the assertion, "I/my manager assist others in rethinking ideas that have never been questioned before". This describes transformational leadership as opined by Furkan et al. (2010).

I/my manager devote time to understanding employees' needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	62	62.0	62.0	62.0
Disagree	5	5.0	5.0	67.0
Neutral	15	15.0	15.0	82.0
Valid Strongly agree	16	16.0	16.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (78%) agree, "I/my manager devote time to understanding employees' needs. This describes transformational leadership as opined by Furkan et al. (2010).

I/my manager always consult with subordinates before making significant decisions

	Frequenc y	Percent	Valid Percent	Cumulative Percent
	1	1.0	1.0	1.0
Agree	43	43.0	43.0	44.0
Disagree	11	11.0	11.0	55.0
Neutral	30	30.0	30.0	85.0
Valid Strongly Agree	13	13.0	13.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (56%) agree that "I/my manager always consult with subordinates before making significant decisions". This describes a participative leadership style (Alghazxo & Al-Anazi, 2016; Bell & Mjoli, 2014)

I/my manager delegates authority to subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	43	43.0	43.0	43.0
Disagree	6	6.0	6.0	49.0
Neutral	39	39.0	39.0	88.0
Valid Strongly Agree	9	9.0	9.0	97.0
Strongly disagree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (52%) agree with the assertion "I/my manager delegate authority to subordinates". This describes a participative leadership style (Alghazxo & Al-Anazi, 2016)

I/my manager ask for employees' suggestions on most issues

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	38	38.0	38.0	38.0
Disagree	15	15.0	15.0	53.0
Neutral	32	32.0	32.0	85.0
Valid Strongly Agree	12	12.0	12.0	97.0
Strongly disagree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (50%) agree with the assertion "I/my manager ask for employees' suggestions on most issues". This describes a participative leadership style (Bell & Mjoli, 2014).

I/my manager involve employees in making significant decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	48	48.0	48.0	48.0
Disagree	10	10.0	10.0	58.0
Neutral	31	31.0	31.0	89.0
Valid Strong disagree	3	3.0	3.0	92.0
Strongly Agree	8	8.0	8.0	100.0
Total	100	100.0	100.0	

The table above shows that the majority of respondents (51%) agree with the assertion "I/my manager involve employees in making significant decisions", and this describes a participative leadership style (Bell & Mjoli, 2014).

I/my manager listen to employees' opinion on most issues

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	46	46.0	46.0	46.0
Disagree	13	13.0	13.0	59.0
Neutral	24	24.0	24.0	83.0
Valid Strongly Agree	16	16.0	16.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (62%) agree, "I/my manager listens to employees' opinions on most issues. This describes a participative leadership style (Bell & Mjoli, 2014).

I/my manager allows employees to make critical decisions in their ideas of the jurisdiction (empowerment)

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	52.0	52.0	52.0
Disagree	10	10.0	10.0	62.0
Neutral	20	20.0	20.0	82.0
Valid Strongly Agree	16	16.0	16.0	98.0
Strongly disagree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

The table above shows that the majority of the respondents (68%) agree with the assertion "I/my manager allows employees to make critical decisions in their ideas of the jurisdiction (empowerment)". This quality is exhibited by a participative leader (Bell & Mjoli, 2014).

I/my manager is good at sharing information

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	46	46.0	46.0	46.0
Disagree	8	8.0	8.0	54.0
Neutral	20	20.0	20.0	74.0
Strongly agree	26	26.0	26.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) agree that "I/my manager is good at sharing information". This describes a participative leadership style (Bell & Mjoli, 2014).

The leadership style in my organization enhances employees' performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	48	48.0	48.0	48.0
Disagree	6	6.0	6.0	54.0
Neutral	19	19.0	19.0	73.0
Valid Strongly Agree	26	26.0	26.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (74%) agree that "the leadership style in my organisation enhances employees' performance. This portrays a perfect leadership style is a usage in organisations.

I/my manager is not an active supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	13	13.0	13.0	13.0
Disagree	51	51.0	51.0	64.0
Neutral	13	13.0	13.0	77.0
Valid Strongly agree	4	4.0	4.0	81.0
Strongly disagree	19	19.0	19.0	100.0
Total	100	100.0	100.0	

The table above shows that the majority of the respondent (70%) disagrees with the assertion "I/my manager is not an active supervisor". This describes a laissez-faire leadership style (Al-Malki & Juan, 2018; Foster, 2002), implying that this style is only sometimes run in organisations.

I/my manager avoids work responsibility

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	11	11.0	11.0	11.0
Disagree	31	31.0	31.0	42.0
Neutral	13	13.0	13.0	55.0
Valid Strongly Agree	4	4.0	4.0	59.0
Strongly Disagree	41	41.0	41.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) disagree with the assertion "I/my manager avoids work responsibility". This describes a laissez-faire leadership style (Al-Malki & Juan, 2018; Foster, 2002), implying that this style is only sometimes run in organisations.

My manager upsets subordinates even on account of work

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	14	14.0	14.0	14.0
Disagree	35	35.0	35.0	49.0
Neutral	15	15.0	15.0	64.0
Valid Strongly Agree	5	5.0	5.0	69.0
Strongly disagree	31	31.0	31.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (66%) disagree with the assertion "my manager upsets subordinates even on account of work". This describes a laissez-faire leadership style (Foster, 2002), implying that this style is only sometimes run in organisations.

My manager leaves decision mandates to subordinates

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Agree	18	18.0	18.0	18.0
Disagree	38	38.0	38.0	56.0
Neutral	19	19.0	19.0	75.0
Valid Strongly agree	4	4.0	4.0	79.0
Strongly disagree	21	21.0	21.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (59%) disagree with the assertion "my manager leaves decision mandates to subordinates". This describes a laissez-faire leadership style (Al-Malki & Juan, 2018), implying that this style is only sometimes run in organisations.

My manager is always absent from work

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	10	10.0	10.0	10.0
Disagree	29	29.0	29.0	39.0
Neutral	12	12.0	12.0	51.0
Valid Strongly agree	6	6.0	6.0	57.0
Strongly disagree	43	43.0	43.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (72%) disagree with the assertion "my manager is always absent at work". This describes a laissez-faire leadership style (Foster, 2002), implying that this style is only sometimes run in organisations.

I/my manager has lack of interest in work quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	45	45.0	45.0	45.0
Disagree	5	5.0	5.0	50.0
Neutral	23	23.0	23.0	73.0
Valid Strongly agree	26	26.0	26.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (71%) disagree with the assertion "I/my manager has a lack of interest in work quality". This describes a perfect manager leadership style. This describes a laissez-faire leadership style (Babatunde & Emem, 2015), implying that this style is only sometimes run in organisations.

I/my manager believes work is more important than a human relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	21	21.0	21.0	21.0
Disagree	21	21.0	21.0	42.0
Neutral	29	29.0	29.0	71.0
Valid Strongly Agree	8	8.0	8.0	79.0
Strongly disagree	21	21.0	21.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (42%) disagree with the assertion, "I/my manager believes work is more important than a human relationship. This feature describes an autocratic leadership style, as opined by Babatunde and Emem (2015), which further implies that this style is not frequently run in organisations.

I/my manager keep all authority to self

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	18	18.0	18.0	18.0
Disagree	35	35.0	35.0	53.0
Neutral	22	22.0	22.0	75.0
Valid Strongly agree	7	7.0	7.0	82.0
Strongly disagree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

The table shows the result of the respondents in response to the assertion "I/my manager keep all authority to self", and most respondents (53%) disagree with this notion. This is a quality exhibited by an autocratic leader Zakeer, Nawaz, and Khan (2016), and findings further imply that this is not a style frequently run in organisations.

I/my manager is always the decision maker

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	27	27.0	27.0	27.0
Disagree	34	34.0	34.0	61.0
Neutral	19	19.0	19.0	80.0
Valid Strongly agree	7	7.0	7.0	87.0
Strongly disagree	13	13.0	13.0	100.0
Total	100	100.0	100.0	

The table above shows the result of respondents on the assertion "I/my manager is always the decision maker", and most respondents (41%) disagree with the notion. This is a quality exhibited by an autocratic leader Zakeer, Nawaz, and Khan (2016), and findings further imply that this style is not frequently run in organisations.

I/my manager monitor my performance and keep track of them

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	51	51.0	51.0	51.0
Disagree	6	6.0	6.0	57.0
Neutral	29	29.0	29.0	86.0
Strongly agree	14	14.0	14.0	100.0
Total	100	100.0	100.0	

The table above shows the result of respondents to the assertion, "I/my manager monitors my performance and keep track of them". The majority of the respondents (65%) agree with this assertion. This is a quality exhibited by autocratic leaders Zakeer, Nawaz, and Khan (2016).

I/my manager has/have no relationship with subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	25	25.0	25.0	25.0
Disagree	32	32.0	32.0	57.0
Neutral	20	20.0	20.0	77.0
Valid Strongly agree	7	7.0	7.0	84.0
Strongly disagree	16	16.0	16.0	100.0
Total	100	100.0	100.0	

The table above shows the result of respondents to the assertion "I/my manager has/have no relationship with subordinates", and the majority of the respondents (48%) disagreed with the assertion. This is a quality exhibited by an autocratic leader Zakeer, Nawaz, and Khan (2016), and findings further imply that this is not a style frequently run in organisations.

I/my manager deals with subordinates as if giving orders

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	25	25.0	25.0	25.0
Disagree	30	30.0	30.0	55.0
Neutral	19	19.0	19.0	74.0
Valid Strongly agree	8	8.0	8.0	82.0
Strongly disagree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

The result above shows the assertion, "I/my manager deals with subordinates as if giving orders", and most respondents disagreed. This is a quality exhibited by an autocratic leader Zakeer, Nawaz, and Khan (2016), and findings further imply that this is not a style frequently run in organisations.

I/my manager act without consulting any subordinate

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	20	20.0	20.0	20.0
Disagree	42	42.0	42.0	62.0
Neutral	12	12.0	12.0	74.0
Valid Strongly agree	9	9.0	9.0	83.0
Strongly disagree	17	17.0	17.0	100.0
Total	100	100.0	100.0	

The table above displays the result of respondents on the assertion "I/my manager act without consulting any subordinate", and most respondents (59%) disagree with the assertion. This is a quality exhibited by an autocratic leader Zakeer, Nawaz, and Khan (2016), and findings further imply that this is not a style frequently run in organisations.

I/my manager ask for commitment via orders and formal rules

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	54	54.0	54.0	54.0
Disagree	15	15.0	15.0	69.0
Neutral	20	20.0	20.0	89.0
Valid Strongly agree	10	10.0	10.0	99.0
Strongly disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

The table above shows that most respondents (64%) agree that "I/my manager ask for commitment via orders and formal rules". This quality is exhibited by autocratic leaders Zakeer, Nawaz, and Khan (2016).

4.2.2 Discussions of findings related to objective two: to learn how an effective management style affect banking sector employees' performance.

In the modern world, leadership significantly impacts the development and success of any organisation (Hsieh and Wang, 2015). According to a study done on 205 CEOs by "The Center on Leadership and Ethics at Duke University," leadership can improve an organisation's performance "only if the leader is perceived to be responsible and inspirational" (Dubrin, 2013, pg. 7). While employed in the business world, frequently, questioned are organisational structures and key elements including leaders, company culture, and employee behaviour. Employees are interested in ideas such as the leadership role (their effectiveness and contribution, their success in making

decisions, and the way they developed on the path to becoming a leader (Farahnak, Ehrhart, Torres, & Aarons, 2020). The risk level and amount of control are both affected by the manager's management style: a rigid manager who does not trust their team members will always want to be in charge and assert their authority, as opposed to a leader who works to unite teams and uses conflict to effect positive change (Sihite, Andika, & Prasetya, 2020).

The significance of effective leadership in institutions must be considered. The concept is vital as it impacts an organisation's current and prospective sustenance and productivity. Leadership is essential to the institution, as it outlines its vision and mission and establishes its goals, strategies, and other tactics for accomplishing those goals (Germano, 2010). According to Al Khajeh (2018), the leadership phenomenon is crucial in giving employees motivation and psychological fulfilment to perform at their highest potential. Because the decisions made by the leaders may determine whether an organisation succeeds or fails, an organisation must devote all of its attention to its leadership. As a result, it is typically accepted that an effective leader's activities, which arouse followers' aspirations and outcome in enhanced performance, are the source of an employee's success (Khan & Adnan, 2014).

4.2.3 Discussions of findings related to objective three: to assess the value of leader-worker interactions in forming effective organisations.

As a result of organisations' typical results-driven mindset, which ignores the long-term picture in favour of the good present, the existence of a leader is crucial in modern organisations. Leadership is the driving force behind organisations' ability to comprehend the needs of the corporate world and the general public. Another essential quality of effective leadership is how a leader can influence an organisation's culture toward sustainability (Sihite, Andika, & Prasetya, 2020). Since it affects regional competitiveness, developing an organisational culture in the

surrounding environment helps organisations be more effective and competitive. According to numerous studies (Babatunde & Emem, 2015; Puni, Mohammed, & Asamoah, 2018), successful organisations have happy and comfortable working environments.

However, effective leadership might result in productive interactions between managers and employees. As a result of the leader's unselfish efforts and the perceptions of unity and belonging they foster within the business, leadership effectiveness enhances information-sharing behaviour and fosters employee cooperation (Jielin, Zhenzhong, Haiyun, Muxiao, & Ganli, 2019). Employees are always motivated to share their knowledge because they regard the firm's interests and other people's collaboration. As a result, workers who feel strongly about their companies contribute more expertise for the company's good. Sharing information is more significant than accessing knowledge sources within businesses (Jielin, Zhenzhong, Haiyun, Muxiao, & Ganli, 2019). Indeed, information exchange can occur between two people and between a person and a group, a group and a person, or a person or a group. Information accessible to other employees inside an organisation is essentially knowledge sharing. As long as the information is sent and exchanged, it is widely acknowledged that it is refreshed and transformed into a new form, becoming a valuable component. In the enterprise, knowledge exchange primarily results in the generation of new information.

Knowledge is required by the organisation in order to develop new products or solve organisational challenges (Teahen, Boyd, Preston, & Boggs, 2019). Jielin et al. (2019) state that knowledge sharing is crucial for corporations and their personnel. Sharing information allows people to confirm and bolster the knowledge they already possess. In other words, the individual compares his or her knowledge to the information learned from the other person due to sharing (Jielin, Zhenzhong, Haiyun, Muxiao, & Ganli, 2019). The self-assessment element of the material

serves as the foundation for this evaluation procedure. It also enables people to fix their erroneous views and misinterpretations of the realities and facts underlying their knowledge. Additionally, by combining distinct pieces of knowledge with those of others, new information is created, and personal knowledge is increased.

4.2.4 Discussions of findings related to objective four: to offer advice on effective leadership styles to enhance employees' performance in an international financial setting.

			Correlations				
Control Variables			Transactional	Transformational	Participative	Laissez-faire	Autocratic
Transactional	Correlation		1.000	.543	.484	.364	.230
	Significance (2-tailed)		.	.000	.000	.000	.022
	Df		0	97	97	97	97
Employee Performance	Correlation		.543	1.000	.826	.446	.316
	Significance (2-tailed)		.000	.	.000	.000	.001
	Df		97	0	97	97	97
Participative	Correlation		.484	.826	1.000	.312	.305
	Significance (2-tailed)		.000	.000	.	.002	.002
	Df		97	97	0	97	97
Laissez-faire	Correlation		.364	.446	.312	1.000	.029
	Significance (2-tailed)		.000	.000	.002	.	.778
Autocratic	Correlation		.230	.316	.305	.029	1.000
	Significance (2-tailed)		.022	.001	.002	.778	.
	Df		97	97	97	97	0

94

Laissez-faire	Significance (2-tailed)		.000	.000	.002	.	.778
	Df		97	97	97	0	97
Autocratic	Correlation		.230	.316	.305	.029	1.000
	Significance (2-tailed)		.022	.001	.002	.778	.
	Df		97	97	97	97	0

Today's world depends heavily on leadership to propel any organisation's development and success (Hsieh & Wang, 2015). The following guidance or suggestion might be made in light of

the learnings gained from researching leadership philosophies and how they impact workers' productivity.

Transformative leadership is necessary for the financial sector. In terms of increasing employee engagement and boosting organisational performance, this leadership style has been demonstrated in literature to be superior to a participative one (Bhargavi & Yaseen, 2016; Michael, 2010; Furkan, Kara, Tascan, & Avsalli, 2010).

Based on the research, it has been shown that the banking industry most frequently employs the transactional and transformative leadership philosophies (Ejere & Ugochukwu, 2013), while few employ the participative approach (Bell & Mjoli, 2014), which have been linked to improved employee performance. To increase employee engagement and support a transactional leadership style, it is essential to strengthening the reward management strategies already in place, like improving workers pay and increasing the workers shareholding program, which enables eligible workers to own shares. Additionally, as transformational leaders, bank managers ought to keep investing in their staff members through coaching and training because doing so will help raise employee engagement.

Finally, the study's findings imply that bank managers must learn to select the proper management approach that satisfies their goals' requirements and considers the local environment if they are to meet the organisations' goals and objectives. Additionally, the banking sector should promote training and development to improve managers' management styles.

4.3 Hypothesis testing

4.3.1 Hypothesis 1

H0: There is no significant relationship between managers' leadership style and employee performance

H1: There is a significant relationship between managers' leadership style and employee performance

Independent Sample T-Test

The independent sample T-test tool will be employed in testing this hypothetical statement.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Employee Performance	100	4.2220	.41473	.04147
Manager's Leadership Style	100	3.4414	.38620	.03862

One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Performance	101.802	99	.000	4.22199	4.1397	4.3043
Manager's Leadership Style	89.108	99	.000	3.44138	3.3647	3.5180

Interpretation

A one-sample t-test was performed to evaluate whether there was a significant relationship between employee performance and a manager's lifestyle. Since the p-value (0.00) is less than the

alpha value (0.05), the null hypothesis will be rejected, while the alternative hypothesis will be retained. This further implies a significant relationship between employee performance and the manager's leadership style.

4.3.2 Hypothesis 2

H0: Managers' leadership styles do not correlate with employees' level of job satisfaction

H1: Managers' leadership styles correlate with employees' level of job satisfaction

Correlation Test

In testing this hypothetical statement, the correlation tool will be employed.

		Employee's Level of Job Satisfaction	Managers' Leadership Style
Employee's Level of Job Satisfaction	Pearson Correlation	1	.623*
	Sig. (2-tailed)		.001
	N	100	100
Managers' Leadership Style	Pearson Correlation	.623*	1
	Sig. (2-tailed)	.001	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The results of Pearson's Correlation Coefficient reveal a significant positive relationship and an almost perfect correlation (0.623; the ideal correlation is +1). Because the significance value at 0.001 is less than the p-value, there is a statistically significant correlation between managers'

leadership styles and employees' level of job satisfaction. This highlights once more how managers' leadership styles have significantly impacted employees' level of job satisfaction.

4.3.3 Hypothesis 3

H0: Leadership style is not linked to employees' OCB

H1: Leadership style is strongly linked to employees' OCB

Regression Test

In testing this hypothetical statement, the regression analysis tool will be employed.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253 ^a	.064	.054	.37555

a. Predictors: (Constant), OCB

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.944	1	.944	6.695	.011 ^b
	Residual	13.822	98	.141		
	Total	14.766	99			

a. Dependent Variable: Leadership Style

b. Predictors: (Constant), OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.436	.386		11.489	.000
	OCB	-.235	.091	-.253	-2.587	.011

a. Dependent Variable: Leadership Style

Interpretation

A one-way ANOVA was performed to check if the various leadership styles are linked to employees' OCB. A one-way ANOVA revealed that there was a statistically significant link in the variables involved ($F(98, 1) = [6.695]$, $p = [0.11]$). Therefore, this further implies that leadership style can be linked to the employees' OCB in any organisation.

4.4 Summary of findings

The study's findings support that transformational, transactional and participative approaches can improve workers' performance output. All of the hypotheses examined in this research demonstrate the effect of various management methods on the dedication and productivity of employees. The review of literature further verified the importance of employers using creative and efficient management techniques when dealing with their employees because these techniques significantly impact employee performance and, in turn, organisational development (Babatunde & Emem, 2015); (Gadot, 2007). In a sector like the banking sector, where proper management of employees is essential, motivation and productivity are all increased (Ushe & Moeng, 2020).

The researches outcome indicated that a transactional leadership style is essential for employees to act in the organisation's best interests. This is in line with the results of Hussain, Abbas, Lei, Halder, and Akram (2013), who said that participatory management is intended to express and reward in-role performance and that it acknowledges the manager's unique expectations and offers rewards in exchange for the manager's performance. The data collected also support the knowledge that management approaches play a critical role in raising an organisation's performance levels. A company's management style is regarded as a crucial component of employee empowerment, teamwork, and cooperation, in line with (Wem, Theresa, Kelena, Othman, & Syed, 2019).

The study also looked into other types of leadership styles aside from transactional, which are transformational, participative, laissez-faire and autocratic leadership styles. The statistical data showed that transformational and participative leadership styles influence employee performance. The outcome also showed that these other leadership styles impact error limitation, respectively, were validated and indicated a considerable connection between leadership styles and workers mistake limitation. Laissez-faire and autocratic leadership styles were not found in use in organisations, according to the findings of the study.

4.5 Limitations of the findings

Defining the study's limits is important because they are essential for academic studies. To begin with, one of the study's key weaknesses is that it only examined five different leadership styles. Another drawback of the study is that it only examined the impact of leadership styles on the banking sector workplace productivity.

Additional restrictions include the usage of only quantitative data. The research's breadth and efficacy have been substantially restricted because of this. Hence, to confirm the relationship between leadership style and organisational performance, subsequent studies should apply appropriate research and qualitative methods.

Lastly, another limitation is the study scope. The study's research was restricted to Nigeria and the Republic of Ireland, which impacted the result and affected the generalisation of the research. Due to this, it is therefore recommended that future research studies look into other countries, as well as other sectors aside from the banking sector.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This segments results and survey of the research's fundamental outcomes fulfill its central objectives. The research's contribution will then be evaluated, and recommendations for subsequent studies will be developed.

5.1 Research overview

The research objectives addressed are listed below:

1. To get insight into the different types of leadership styles that affect performance in the workplace;
2. To learn how an effective management style affects banking sector employees' performance;
3. To assess the value of leader-worker interactions in forming effective organisations; and
4. To offer advice on effective leadership styles to enhance employees' performance in an international financial setting.

5.2 Conclusion

As already suggested, this research was set out to create the leadership styles that were significantly utilized by the elected commercial banks in Nigeria and the Republic of Ireland and their impacts on workers accomplishment. The study's findings are based on both the outcomes of an empirical investigation into the magnitude to which the administrators of the chosen bank adopted and used the transactional leadership style and the transformational leadership style, as

well as the prevailing publications on the effects of leadership methods on employee performance (Ejere & Ugochukwu, 2013); (Groves & LaRocca, 2011). The research's outcomes indicated that the administrators of the selected bank continually used the transactional and transformational leadership philosophies, and it was recommended that these philosophies be encouraged because of their well-established beneficial effects on long-term employee performance.

An increasing variety of management styles, including participative, laissez-faire, and autocratic management, were identified in the literature review for this study. Each of these is associated with various facets of efficient management within an organisation, but research indicates that there has been a shift in emphasis away from employee traits and behaviours and how they are impacted by the various management styles employed by managers, as well as the resulting level of performance of employees as a result of these styles.

The investigation backs up the impact of effective administration practices on workers' overall productivity in an organisation. The study's findings demonstrate that transactional and transformational management approaches are the most effective for overseeing personnel in organisations like banks, significantly raising worker productivity. Employee productivity is increased through transformational management techniques such as asking for employee feedback, having appropriate or effective contact with them, and pressing for rewards. The research's outcomes demonstrated that for bank management in Nigeria and the Republic of Ireland to become more competitive in the global financial market, they should adopt transformational and transactional management styles. In this situation, firms should employ

efficient and humane management practices to guarantee that the workforce is sufficiently devoted to the assigned tasks.

5.3 Direction for future research

Despite the results that have been reached, several problems still require more research. The triangulation technique from mixed procedures is advised for future research to investigate the impacts of leadership styles on workers execution entirely. This is because the research employed quantitative data from workers for analysis. Additionally, to examine effective leadership techniques from the perspective of bank leaders, it is imperative to include their views in a future study.

Further research could benefit from the findings of this study. Only commercial banks in the Republic of Ireland and Nigeria were encompassed in the analysis. In order to appropriately generalise the findings, future researchers may want to concentrate on different nations and industries (aside from financial institutions). Because of this, upcoming researchers might prefer to increase the sample size and broaden the research scope. Lastly, given the effects of the fourth industrial upheaval on business, it would be highly beneficial for scholars to focus on investigating the various styles of leadership used by managers in organisations across national borders.

5.4 Implications

The outcomes of this research have various significances for studies and practice. The outcomes can be useful for the directors to comprehend which way of leadership style is extensively applicable in relation to its effects and how they can adapt their leadership methods to make it more impactful and outcome centered. Technology advancements and the emergence

of global banks have intensified competitiveness in the banking industry. Hence, directors in the banking industry should ensure that the aims and purposes of administration and personnel are aligned.

According to the results, top administration in the banking sector needs to understand the value of managers having effective leadership styles and emphasise leadership development initiatives. At various levels, departments for training and development can be established. Recruiting HRD professionals who can work with management to establish retention strategies, motivate staff, and assist with training and mentoring (career development) is crucial. This survey's results might be helpful when developing specific initiatives and plans to raise awareness among bank managers and executives.

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APENDIX

THESIS SURVEY QUESTIONNAIRE :

QUESTIONNAIRE ON THE EFFECTIVENESS OF LEADERSHIP STYLE ON PERFORMANCE OUTCOMES IN THE BANKING SECTOR: A SURVEY OF COMMERCIAL BANKS IN NIGERIA AND THE REPUBLIC OF IRELAND

Dear Respondent,

This is a research survey with the sole aim of investigating the effectiveness of leadership style on performance outcomes in the banking sector: a study of commercial banks in Nigeria and the Republic of Ireland. I request your sincere responses to the questions below, as the information supplied herein will be treated with high confidentiality.

Thanks!

❖ I give my Consent: Yes _____ No _____

SECTION A: RESPONDENT'S CHARACTERISTICS

1. Sex: Male _____ Female _____
2. Age: Below 30 _____ 31 – 40 _____ 41 – 50 _____ 51 and above _____
3. Educational Qualification: Diploma _____ B.Sc _____ M.Sc _____ Others _____
4. Location: Nigeria _____ Ireland _____
5. Place of work / Bank: _____
6. Position at work: _____
7. Employment type: Full-time _____ Part-time _____ Casual _____
8. Working Experience: Below 5 _____ 6 – 10 _____ 11 – 15 _____
16 – 20 _____ 20 and above _____.

SECTION B: FINANCIAL PERFORMANCE

On a scale of 1 – 5, where 1 is low/worst, and 5 is high/best, rate your industry financial performance, especially compared to competitors.

VARIABLES	1	2	3	4	5
Sales growth					

The market share gains					
Sales growth rate					
The after-tax return on the asset					
The net profits after taxes					
Financial liquidity					
Growth in profitability					
Return on asset					
Return on equity					
Growth in assets					
Our public image					
Our customer compliments					
Our customer's loyalty					

SECTION C: The Extent in Use of Transactional Leadership Style at the Selected Commercial Banks

S/ N	VARIABLES	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1	I/my manager use rewards and punishment to increase productivity in my organization.					
2	I/my manager reprimand subordinates when they fail to complete their work targets.					

3	I/my manager works on our agreement with employees/subordinates.					
4	I/my manager is committed to deadlines.					
5	I/managers clarify expectations and closely monitor subordinates to enhance performance and productivity.					
6	I/managers provide rewards in exchange for good performance.					
7	I/my manager use rewards and punishment to enhance productivity.					
8	I/my manager tell subordinates what to do if they want to be rewarded for their work.					
9	I/ my manager provided rewards when subordinates achieved organizational goals.					

1	I/my manager deal with subordinates with respect.					
1	I/ my manager have made many employees leave because they are unhappy with the leadership style.					

SECTION D: The Extent of Use of Transformational Leadership Style at the Selected Commercial Banks

S/N	VARIABLES	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	I/my manager help subordinates to develop themselves in their job.					
2.	I/my manager do not ask for commitment via orders and formal rules.					
3.	I/my manager shows flexibility when dealing with others.					
4.	I/my manager use subordinates'					

	opinions to solve work problems.					
5.	I/my manager allocates mandates and authorities in unexpected ways.					
6.	I/my manager work to increase the sense of belonging among subordinates in the bank.					
7.	I/my manager stimulate subordinates by distinguishing performance levels.					
8.	I/my manager discuss thoughts with subordinates.					
9.	I/my manager work to satisfy the psychological needs of the subordinates.					
10.	I/my manager allows subordinates to think and initiate					

11.	I/my manager help subordinates to develop workability.					
12.	I/my manager raise confidence among the subordinates					
13.	I/my manager act as a leader in the discussion.					
14.	I/my manager instill trust, faith and confidence among subordinates.					
15.	I/my manager deal with subordinates with respect.					
16.	I/my manager encourage subordinates to think about old problems in new ways.					
17.	I/My manager provide subordinates with new ways of looking at puzzling things.					

18.	I/my manager assist others in rethinking ideas that have never been questioned before					
19.	I/my manager devote time to understanding employees' needs.					

SECTION E: The Extent in Use of Participative Leadership Style at the Selected Commercial Banks

S/N	VARIABLES	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	I/my manager always consult with subordinates before making significant decisions.					
2.	I/my manager delegates authority to subordinates.					
3.	I/my manager ask for employees'					

	suggestions on most issues.					
4.	I/my manager involve employees in making significant decisions.					
5.	I/my manager listen to employees' opinions on most issues.					
6.	I/my manager allows employees to make critical decisions in their ideas of the jurisdiction (empowerment)					
7.	The leadership style in my organization enhances employees' performance.					
8.	I/my manager is good at sharing information.					

SECTION E: The Extent in Use of Laissez-faire Leadership Style at the Selected Commercial Banks

S/N	VARIABLES	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	I/my manager deal with subordinates with respect.					
2.	My manager is not an active supervisor.					
3.	My manager avoids work responsibility.					
4.	My manager upsets subordinates even on account of work.					
5.	My manager leaves decision mandates to subordinates.					
6.	My manager is always					

	absent from work.					
7.	My productivity is high because of the leadership style used in my organization.					
8.	My manager needs more interest in work quality.					
9.	My manager usually needs to be more careful with work details.					

SECTION G: The Extent in Use of Autocratic/Authoritarian Leadership Style at the Selected Commercial Banks

S/N	VARIABLES	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	I/my manager supervises closely, or employees might not do their job.					

2.	I/my manager believe(s) work is more important than a human relationship.					
3.	I/my manager keep all authority to self.					
4.	I/my manager is always the decision make					
5.	I/my manager monitor my performance and keep track of them					
6.	I/my manager have/has no relationship with subordinates.					
7.	I/my manager deals with subordinates as if giving orders.					
8.	I/my manager act without consulting					

	any subordinate.					
9.	I/my manager ask for commitment via orders and formal rules.					