

Impact of Leadership Styles in Driving Organizational Objectives: A Comprehensive Study of Guarantee Trust Bank Plc, Ilorin

ABSTRACT

The study aimed to evaluate the impact of leadership styles on achieving organizational objectives at Guarantee Trust Bank PLC in Ilorin. The primary objective was to investigate how various leadership styles—transformational, transactional, autocratic, and laissez-faire—affect employee performance in meeting the bank's goals.

A cross-sectional descriptive survey research design was employed, with 80 usable structured questionnaires collected from a total of 300 distributed. Leadership styles were assessed using the Multifactor Leadership Questionnaire developed by Avolio and Bass (1995), modified for the study's context. Employee performance was evaluated using a scale based on Yousef (2000). Both descriptive and inferential statistical techniques were utilized for data analysis, employing Pearson's correlation and regression analysis to examine relationships and effects in line with the study's hypotheses. The findings indicated that transformational leadership is the most effective style within the bank, with employee performance rated above average. The results suggest that supervisors should adopt transformational leadership behaviors instead

of laissez-faire approaches. Specifically, transformational leadership demonstrated significant positive effects on employee productivity and performance quality at GTB ($p=0.000$, $p<0.05$). Therefore, it is recommended that the management of Guarantee Trust Bank prioritize transformational leadership as the most effective style to enhance organizational performance.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Thousands of individuals are selected or elected in contemporary society to assume leadership roles and responsibilities. Leadership is evident at all levels across various sectors, including banks, schools, colleges, industries, farms, businesses, hospitals, and public institutions. These leaders are expected to foster social cohesion, strength, prosperity, and happiness.

In today's uncertain business environment, many organizations are struggling to survive in a highly competitive market. The leadership exhibited by managers is crucial, as they must motivate others to help the organization achieve its goals and enhance employee performance. Shafie (2013) emphasizes the importance of leadership in organizations, particularly regarding people, who are often considered the greatest asset of a company. Employees are the driving force behind organizations, providing vitality and direction (Shafie et al., 2013). To maximize employee potential, it is essential to offer psychological fulfillment and guidance, which can only be provided by effective leaders. Consequently, strong leadership is vital for organizations to reach their objectives. As

noted by Paracha (2012), "Leaders play an essential role in the accomplishment of goals and boost employee performance by satisfying them with their jobs" (p. 55). Leadership is one of the most extensively studied organizational variables influencing employee performance (Cummings and Schwab, 1973). The decisions made by leaders can significantly impact an organization's success or failure.

Fiedler and House (1988) assert that effective organizations require effective leadership, and neglecting this aspect can adversely affect both employee and organizational performance. The quality of leadership greatly influences the efficacy of any group, as effective leader behavior facilitates followers in achieving their goals, leading to improved performance (Fiedler & House, 1988; Maritz, 1995; Ristow et al., 1999).

Numerous recent studies have examined the impact of leadership styles on employee performance. For example, Rasool et al. (2015) investigated the health sector in Pakistan and found that both transactional and transformational leadership styles affect employee performance, with transformational leadership having a more significant impact. Raja and Palanichamy (2015) identified a positive correlation between transformational and transactional leadership styles, while noting a

negative correlation between laissez-faire leadership and employee performance in Indian public and private sector organizations.

Despite the varied evidence regarding the impact of leadership styles on employee performance, the literature generally indicates that both transformational and transactional leadership styles are positively related to employee performance, with transformational leadership showing a stronger effect (Rasool et al., 2015; Kehinde and Bajo, 2014; Tsigu and Rao, 2015). However, the relationship between laissez-faire leadership and performance is less clear. Some studies, such as Aboushaqah et al. (2015), report a negative relationship, while others, like Gimuguni et al. (2014), find a positive link, indicating conflicting evidence regarding this leadership style.

Moreover, the existing literature does not encompass all industries or countries. Research has been conducted in various sectors, including local government agencies (Gimuguni et al., 2014), the hotel industry (Ipas, 2012), and healthcare (Rasool et al., 2015; Aboushaqah et al., 2015), but there is a notable lack of studies focusing on African and East African contexts. Some relevant studies include those by Tsigu and Rao (2015), Ejere and Abasalim (2013), Gimuguni (2015), and Nuhu (2010), with additional research from South Africa (Howard et al., 2003). While the

body of evidence is expanding across various industries, there is limited research from the banking sector, with Tsigu and Rao (2015) being one of the few studies from the Ethiopian banking industry.

In summary, the literature indicates that effective leadership can significantly influence organizational goals and various performance outcomes at both individual and organizational levels. However, the distribution of evidence is uneven across different economies, particularly in Africa, and the financial industry is underrepresented in this research. These gaps highlight the need for this study, which aims to provide insights from the Nigerian banking sector.

1.2 Statement of the Research Problem

"In today's competitive landscape, organizations are expanding globally and encountering numerous challenges in achieving their objectives while striving for greater success than their rivals. Kehinde and Banjo (2014) emphasize the critical role of leadership within organizations. Guarantee Trust Bank (GTB), a new generation bank, exemplifies effective leadership as it successfully competes with established banks in the retail sector and other industry giants.

This study aims to assess the concerns of GTB shareholders regarding the declining productivity and performance of the bank's employees. Effective leadership styles influence everyone in the organization, from senior management to temporary and contract staff. However, only a small segment of GTB employees received performance-based bonuses, indicating that many did not meet their assigned goals for 2016. This clearly reflects that the performance over the past year fell short of expectations.

Workforce performance, which encompasses task execution, meeting deadlines, teamwork, and the alignment of leadership with performance, should be evident through the management styles employed to enhance efficiency. Specific leadership approaches are required to address performance challenges in achieving departmental goals. According to Armstrong (2005), effective leadership should foster specialization, efficient feedback, and healthy organizational relationships.

In this study, leadership styles are considered the independent variable (IV). Richard et al. (2010) define leadership as the ability to persuade others to pursue a common goal, highlighting the collaborative nature of leadership, especially in banking, to achieve organizational objectives. This concern motivated the researcher to investigate the topic further.

Understanding how employees perceive the leadership style of their immediate supervisors and managers will provide insights into whether organizational objectives are being impacted.

1.4. Research Questions

The study aims to answer the following questions:

- i. How does transformational leadership style affect organizational performance of GTB Plc, Ilorin?
- ii. How does transactional leadership style impact organizational performance at GTB Plc, Ilorin?
- iii. What are the effect of autocratic leadership style on organizational performance at GTB Plc, Ilorin?
- iv. What is the effect of laissez-faire leadership style on organizational performance at GTB Plc, Ilorin?

1.5 Research Objectives

The primary aim of this study is to investigate how different leadership styles influence employee performance in achieving organizational goals at Guarantee Trust Bank (GTB) Plc, Ilorin. The study is guided by the following specific objectives:

To evaluate the impact of transformational leadership style on achieving organizational objectives in the study area.

To assess the effect of transactional leadership style on organizational performance at GTB Plc, Ilorin.

To examine the influence of autocratic leadership style on organizational performance in the study area.

To analyze the effect of laissez-faire leadership style on achieving organizational performance at GTB Plc, Ilorin.

Research Hypotheses

H1: Transformational leadership has no significant effect on organizational performance at GTB Plc, Ilorin.

H2: Transactional leadership style has no significant effect on organizational performance at GTB Plc, Ilorin.

H3: Autocratic leadership style has no significant impact on organizational performance at GTB Plc, Ilorin.

H4: Laissez-faire leadership style has no significant effect on organizational goals at GTB Plc, Ilorin.

1.7 Significance of Study

The researcher hopes that in view of this study:

- (a) The theoretical foundations and research findings of this study will serve as valuable resources for future researchers, students, and academics seeking to understand the impact of different leadership styles on employee performance.
- (b) The bank can utilize the study's findings to develop leadership programs that enhance the effectiveness of both managers and employees, following the establishment of the link between leadership style and employee performance.
- (c) The results will assist leaders in identifying the most suitable leadership style to adopt in specific situations, ultimately improving team effectiveness and employee productivity.

1.8 Plan of the Study

This dissertation is organized in five chapters. The rest of it is organized as follows: Chapter two presents literature review. Chapter three presents the methodology applied in the study. Chapter four presents and discusses the findings of the study. Finally, chapter five summarizes, concludes and presents recommendations. Areas for future studies are also recommended.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

2.2. Conceptual Clarification

2.2.1 Leadership and Leadership Style

Despite extensive research on leadership over the years, no universally accepted definition exists. Stogdill (1974) noted, "There are virtually as many definitions of leadership as there are those who have sought to define the term." Here are several examples of such definitions:

According to Talat et al. (2015), leadership is a pervasive process that involves authority, accountability, and the delegation of power. Leaders guide, advise, and motivate their followers (employees) to achieve both individual and organizational goals. Leadership styles encompass all aspects of interacting with people inside and outside an organization, addressing challenges, supporting the workforce in completing tasks, and serving as role models.

Kumar (2014) defines leadership as a process through which an individual encourages others to achieve a purpose and steers the

organization towards greater cohesion and coherence. This is accomplished through leadership traits such as convictions, ethics, character, knowledge, and skills. Effective leadership involves the shared vision, resources, and values necessary to inspire confidence and enthusiasm in others, motivating them to follow.

Wammy and Swammy (2014) describe a leader as someone who delegates or influences others to act in pursuit of specific objectives. Leadership is viewed as a social influence process wherein the leader seeks the willing participation of subordinates to achieve organizational goals. Memon (2014) asserts that leadership is a process through which one person directs the ideas, opinions, and actions of others, establishing the company's direction and enabling others to envision the future and prepare accordingly.

Leslie et al. (2013) define leadership as the ability to persuade others to voluntarily comply with one's directives or decisions. Conversely, a leader is characterized as someone who attracts followers and motivates them to set and achieve goals. According to Sundi (2013), direction is "the capacity to persuade and organize people to work together as a team under his leadership to achieve a specific goal." Leadership is,

therefore, the process of convincing others to enact changes that will further organizational objectives. LUSER and ACU (2009) elaborate on this concept, detailing five essential components of their definition, as illustrated in 2.1.

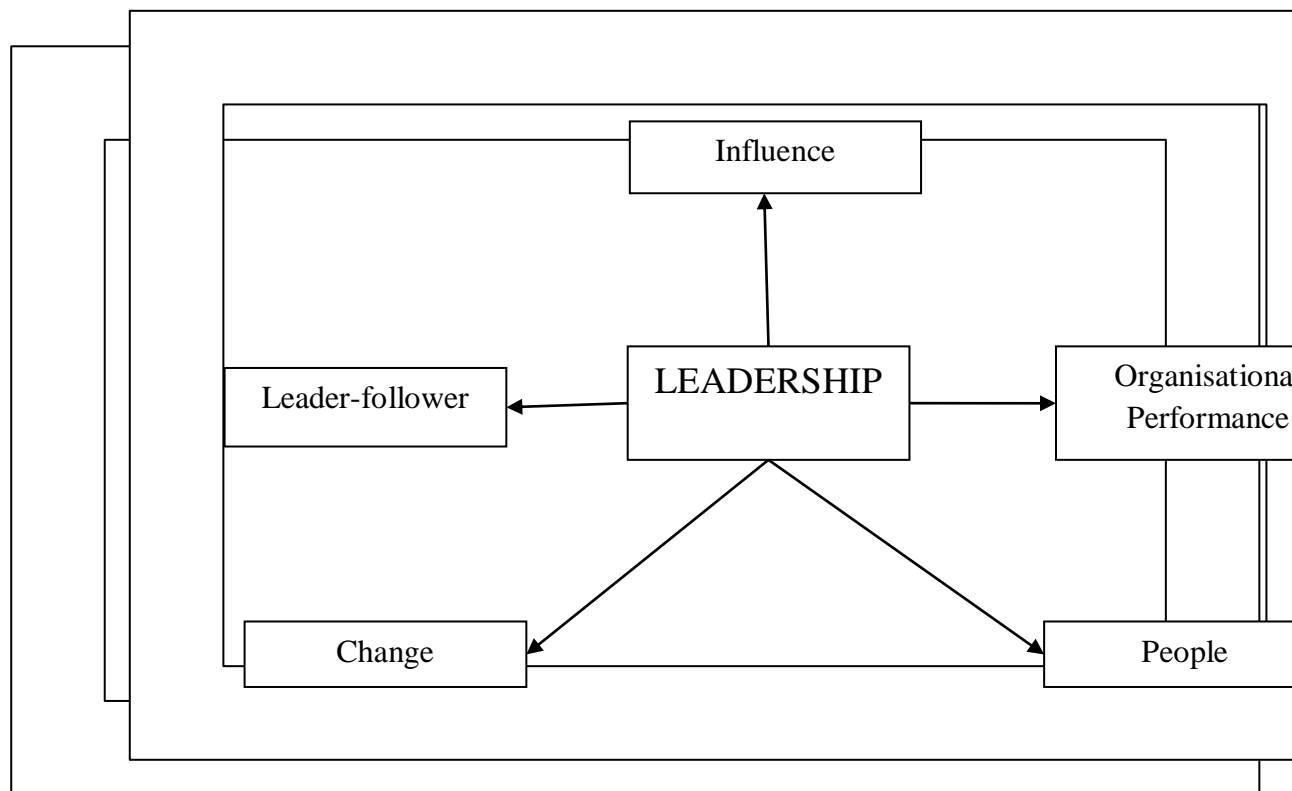


Figure 2.1 Leadership Definition's Key Elements

Source: Adapted from Lussier and Achua (2009) .

As noted by Hill (2008), leadership involves inspiring, guiding, and influencing individuals within an organization to contribute positively toward achieving organizational objectives. Armstrong (2003) describes leadership as the ability to induce others to act differently in order to complete assigned tasks with the support of the group. Levine and

Crom(1994) emphasize that effective leadership entails listening to team members, supporting and encouraging them, and involving them in decision-making and problem-solving processes. This approach includes forming teams and enhancing the decision-making skills of team members.

Conger (1992) defines a leader as someone who establishes direction for a working group, gains the members' commitment to that direction, and motivates them to achieve the set objectives. Consequently, each leader exhibits a unique approach to leading their team, known as their leadership style.

Cuadrado et al. (2007) characterize leadership style as a consistent set of behaviors, highlighting two dimensions: task-oriented behavior (structure initiation) and relationship-focused behavior (consideration).

Memon (2014) further defines leadership style as the manner in which a leader provides guidance, motivates individuals, and executes plans.

Leadership styles represent the various approaches leaders utilize when managing organizations, departments, or groups (Mehmood&Arif, 2011). Leaders seeking the most effective style may find that a combination of styles is beneficial, as no single leadership style is optimal (Darling &Leffel, 2010).

This study adopts Hill's (2008) perspective on leadership. A well-directed employee is one who is aligned with organizational expectations and goals, possessing a strong understanding of product knowledge, procedures, and processes. By developing employees, leaders empower them to excel, leading to increased productivity. The effectiveness of leadership styles is determined by the leaders themselves. A positive leadership style that provides clear direction fosters confidence and motivation among employees, enhancing morale and ultimately improving performance.

To boost performance, leaders must engage collaboratively with subordinates. Research by Sudi (2013) indicates that leadership style significantly influences employee performance.

2.2.2 Organizational Performance

The primary goal of any organization is to enhance work performance to thrive in an increasingly competitive environment. Organizational performance is a multidimensional concept and a critical factor influencing an organization's success or failure.

Prasetya and Kato (2011) define organizational performance as the outcomes resulting from the actions and talents of employees operating within a specific environment. Pattanayak (2005) further elaborates that an employee's performance is reflected in their observable and assessable behavior related to task completion. He asserts that organizational performance is essentially the sum of individual contributions toward achieving organizational goals.

In this context, employee performance is viewed as the result of behavioral patterns aimed at achieving specific objectives according to established norms. Hence, employee performance can be defined as a combination of observable behaviors and cognitive processes—such as responses or decisions—that yield organizational results in terms of goal attainment.

Ibrahim (2004) emphasizes that job performance is a vital activity that outlines the objectives and strategies necessary to meet organizational goals, as well as the level of output achieved. For this study, the

researcher will adopt El-Saghier's (2002) definition of performance, which describes it as an employee's effort to accomplish a specific goal.

.2.3 Conceptual Framework

The importance of leadership within an organization cannot be overstated, as its complexity and significance have led to various definitions by researchers. Leadership has traditionally been viewed as a transaction between a leader and their subordinates, as well as a process of persuading individuals to support a specific target or goal. The leadership style exhibited by an individual is a blend of characteristics, attributes, skills, and behaviors. Additionally, the context in which leadership occurs is crucial and may require different approaches. Understanding performance is essential in assessing whether providing rewards enhances employee motivation and performance, or if the lack of rewards negatively impacts employee output.

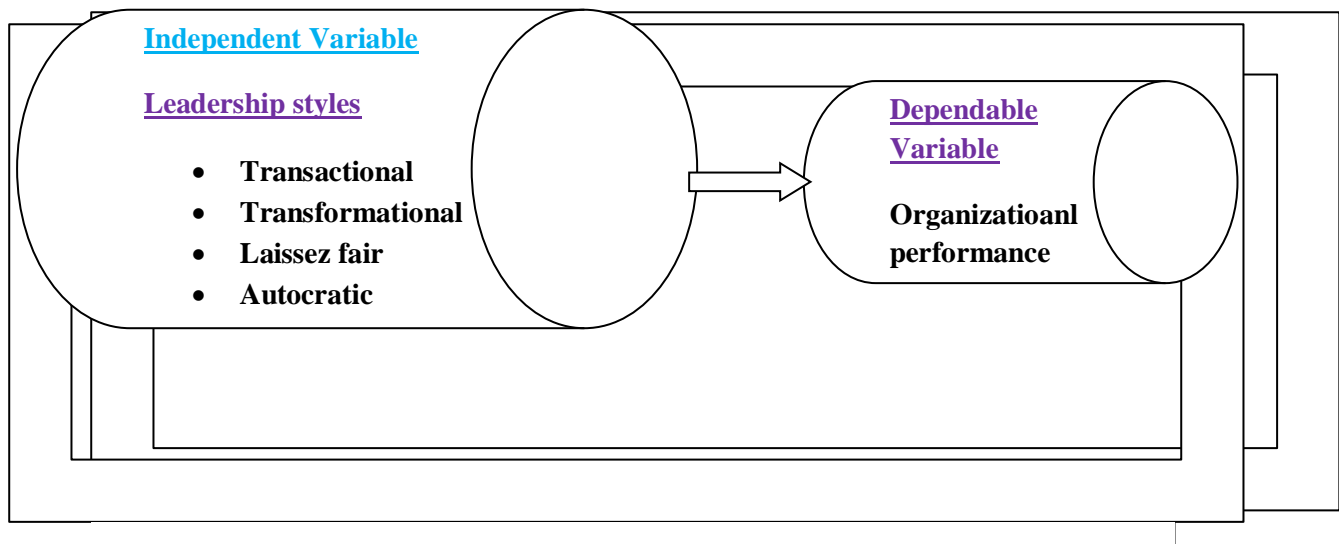


Figure 2.2 Conceptual Framework 2025

2.3 Theoretical Literature Review

Numerous theories have emerged that emphasize the methods, qualities, styles, and situational aspects of leadership, making it one of the most researched elements of organizational behavior worldwide. The growing interest in this field has led behavioral scientists and sociologists to investigate leadership behaviors and the factors that predict these behaviors. For this study, we examined the following theories to support our findings:

2.3.1 Traits and Behavioral Theory

The characteristic perspective, one of the earliest theories of leadership, dates back to the 1940s and is based on the premise that exceptional

leaders are born with unique personality qualities that make them better equipped for leadership and set them apart from other individuals or their followers. The most extensive list of characteristics was found in Stogdill's (1948) review of the leadership literature. A situational and behavioral approach emerged as a result of Stogdill's insight that leadership settings differ greatly and lay unique demands on leaders, shattering characteristic theory.

According to behavioral theories of leadership, the way that leaders act sets them apart from their followers. The idea that great leaders are created, not born, and that they are judged by their deeds rather than their thoughts or emotional moods. This notion contends that instruction and observation can help people develop their leadership skills. Theories of behavior look at a leader's focus on people, tasks, or both. In 1945, research at Ohio State University and the University of Michigan identified two primary types of leader behavior, namely: employee-centered and production-centered (Hersey and Blanchard, 1988).

2.3.2 Situational and Contingency Theory

Contingency theory of leadership posits that a leader's effectiveness is influenced by the interaction between their personality and the

surrounding circumstances. This theory asserts that situational factors play a crucial role in determining the relationship between leadership style and organizational outcomes, making it impossible to predict results based solely on a leader's style without considering these situational variables (Cheng and Chan, 2002).

This leadership approach encompasses three key models: Fiedler's (1967) contingency model, House's (1971) path-goal theory, and Hersey and Blanchard's (1969) situational leadership theory. These models demonstrate that no single leadership style is universally effective; rather, success depends on various factors, including the leader's preferred style, the abilities and behaviors of the followers, and specific situational elements. Effective leadership necessitates the ability to adapt one's style to fit these situational factors, with effectiveness determined by three key variables: the relationship between the leader and followers, the structure of the task, and the leader's authority, position, or power.

2.3.3 Transformational and Transactional Theory

Over the past twenty-five years, extensive research has focused on transformational and transactional leadership theories. Transactional theories emphasize the importance of supervision, organization, and group performance, grounding leadership in a system of rewards and punishments for achieving specific objectives. The nature of the transaction—whether a reward or a disciplinary action—depends on employee performance. According to Bass (1985), as cited by Chan (2005), transactional leaders appeal to the self-interests of their subordinates, seeking to fulfill their current needs through bargaining and exchange. In this framework, both leaders and followers concentrate on attaining the agreed-upon performance levels.

In contrast, transformational theories highlight the relationships between leaders and followers. Transformational leadership is characterized by a leader's ability to inspire followers to transcend their personal goals for the greater benefit of the organization (Bass, 1985, 1996, as cited by Murphy & Drodge, 2004). Bass theorized that the transformational leadership style is rooted in deeply held personal values that are non-negotiable and appeal to subordinates' sense of moral obligation and values. He identified four types of transformational leadership

behaviors: idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

2.3.4 Transactional Leadership and Employee Performance

The emphasis on interactions between leaders and followers is known as transactional leadership. According to Bass and Avolio (2003), contingent reward and exception management are the two main components of transactional leadership traits. When leaders agree on what their followers must perform in exchange for a prize to be received once the goal has been reached, this is known as a contingent reward. Leaders who practice exception management keep an eye out for departures from accepted norms and act appropriately to advance company objectives.

According to Yulk (2007), the transactional leadership style is one that places an emphasis on interactions between superiors and subordinates. By associating a reward with a specific performance, transactional leadership influences and encourages subordinates. In a deal, the subordinate agreed to receive rewards if they could carry out their responsibilities in line with the terms. In other words, he motivates staff members to work. Performance can be influenced either favorably or unfavorably by transactional leadership approaches. Employee

evaluations will determine this. Employees' perceptions of transactional leadership can have a positive or negative impact. If employees believe that transactional leadership styles cannot be trusted because they break promises or are dishonest or opaque, a negative effect may result.

2.3.5 Transformational Leadership and Employee Performance

Changing one's vision is the goal of this. When subordinates work to turn the idea into reality, it becomes a common vision. As a result, transformational leadership characteristics such as ascribed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration can be used to observe the transformative process, according to Bass and Avolio (2003). According to Yukl (2007), using a transformational leadership approach can boost productivity because it aims to maximize staff potential and knowledge. Those who follow a leader who practices transformational leadership are given the chance and the assurance to carry out their responsibilities in line with his philosophy in order to accomplish corporate goals.

A transformational leader, according to Butler (1999), encourages subordinates to have a vision, a mission, and organizational goals. They also motivate them to perform to the best of their abilities, encourage

them to think critically and come up with new solutions to problems, and treat each employee as an individual. According to Suharto (2005), implementing transformational leadership practices more frequently will have a considerable positive impact on the psychological empowerment of subordinates. A transformational leader who focuses on the person will be able to steer the organization's vision and mission while also offering encouragement and inventing fresh approaches to productivity.

2.3.6 Laissez Faire Leadership and Employee Performance

Various contextual elements, such as the leader's favored style, affect the leader's capacity to lead. A lot of empirical freedom in leadership is supported by contingency theories, or "laissez-faire" leadership, according to North House (2001). It has been put to the test by numerous studies, who have found it to be dependable and valid for describing how effective leadership can be attained. It emphasizes how crucial it is to pay attention to the interpersonal connections between a leader's style and the demands of varied circumstances and workers. According to Kumar (2015), under this style of leadership, subordinates are given the most flexibility possible. They are allowed complete freedom to establish their own rules, procedures, and judgments.

It is predicated on the idea that the best leadership styles depend on the capacity to give subordinates some discretion over how to use any given style of leadership. The purpose of this study is to look into how employee performance may be affected by lax management.

Contrarily, a lot has been published about the link between successful management and a positive self-image. In his discussion of the connection between values and organizational leadership, Kerns (2004) strongly endorsed the laissez-faire approach as a means of bridging the gap between employers and employees. Kerns' main concern was that laissez-faire management would foster a friendly environment where employees and employers, regardless of their positions, would feel like a family.

2.3.7 Autocratic Leadership and Employee Performance

Do as I say kinds are typical of autocratic leaders. These leaders frequently lack leadership experience and have leadership imposed upon them in the form of a new role or task that entails people management. Autocratic rulers keep the power to make decisions for themselves. Because they compel their "followers" to implement strategies and provide services in a very constrained manner based on a subjective definition of success, they have the potential to irreversibly harm an

organization. There is no common goal and little inspiration outside of force.

Autocratic leadership often stifles commitment, creativity, and innovation. In reality, most supporters of autocratic rulers can be said to be biding their time, anticipating the ultimate disaster this leadership brings about and the overthrow of the ruler who comes after Michael (2010).

2.4 Empirical Analysis

Research indicates that transformational leadership is the most effective type of leadership for contemporary organizations (Bass & Avolio, 1994; Kotter, 1988; Meyer & Botha, 2000). The current business environment demands this innovative leadership approach to enhance organizational performance and ensure long-term sustainability (Kotter, 1988). Evidence from various sectors—including service, retail, manufacturing, and the military in the United States, Canada, and Germany—demonstrates that transformational leaders have a significantly positive impact on subordinates' effectiveness, surpassing the marginal effects of transactional leaders (Brand, Heyl & Maritz, 2000).

Furthermore, in the Canadian banking sector, transformational leadership has been found to correlate more closely with increased employee satisfaction and overall performance compared to transactional leadership (Meyer & Botha, 2000). This suggests that transformational leadership may be more effective in enhancing employee performance levels than its transactional counterpart. Under transformational leadership, employees often receive personalized attention, which encourages them to support the leader's agenda and exceed expectations. Transformational leaders can foster strong Leader-Member Exchange (LMX) relationships, influencing their followers' performance (e.g., Wang et al., 2005). While the initial phase of LMX may be transactional, it can evolve into transformational if the relationship deepens (Bass, 1999). In both Bass's (1985) and Podsakoff et al.'s (1990) frameworks, transactional leadership clarifies performance expectations and provides rewards based on achieved results. This motivates followers to meet performance standards to earn rewards (Bass, 1985). The connection between contingent pay for executives and employee performance is well-supported by empirical evidence (Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006). In contrast, transformational leadership inspires optimism, articulates a

compelling vision, and sets high expectations for follower performance, motivating them to surpass their typical capacities (Bass, 1985).

Both laboratory (Howell & Frost, 1989) and field studies (Bass, 1985) have shown a positive correlation between transformational leadership and employee performance. Therefore, both transactional and transformational leadership are expected to have a favorable impact on employee performance. Raja and Palanichamy (2015) examined the effects of different leadership styles on employee performance in India's public and private sectors. Their findings from 43 middle-level managers and 156 subordinates provided significant evidence, at the 5% level, of a positive linear relationship between transformational leadership and employee performance, as well as a significant positive relationship between transactional leadership and employee performance. However, the study also revealed that laissez-faire leadership negatively impacted employee outcomes and performance.

Leadership styles have become a prominent focus of research, particularly regarding their influence on workforce productivity. Rassol et al. (2015) explored the relationship between leadership styles and

employee performance in Pakistan's health sector, concluding that transformational leadership had a more positive impact than transactional leadership. They found that transformational leadership was particularly effective in highly organic and competitive environments. Similarly, Pradeep and Prabhu (2011) identified a positive relationship between both transactional contingent reward leadership and transformational leadership behaviors and employee performance. Managers exhibiting strong leadership traits—whether transformational or transactional—are seen as actively working to enhance employee productivity.

Their research highlighted strong connections between the transformational leadership style and effectiveness, satisfaction, additional effort, and reliability. The insights gained from their study can help leaders understand the desired leadership style and how to engage with subordinates at various professional levels. By applying these findings, leaders can adjust their behavior to improve subordinate performance, ultimately leading to higher productivity within their organizations. They stress the importance of leaders being able to attract and influence their subordinates, establish clear performance expectations, and serve as exemplary role models for their teams.

In a study by Aboshaiqah et al. (2015) examining nurses' perceptions of managers' leadership styles and their outcomes, it was found that staff nurses believed transformational leadership was employed more frequently than transactional or laissez-faire styles. Further analysis revealed a positive correlation between outcome factors—such as effectiveness, extra effort, and satisfaction—and both transformational and transactional leadership styles. They concluded that a blend of transformational leadership behaviors enhances nurses' perceived leader effectiveness, extra effort, satisfaction, and overall performance.

Ipas (2012) studied perceived leadership style and employee performance in the hotel industry, discovering that managers regarded the autocratic leadership style as the most effective for achieving desired goals. They also emphasized the need for managers to develop effective strategies to assist employees in improving their performance.

Kehinde and Banjo (2014) examined the impact of leadership styles on employee performance in the Department of Petroleum Resources. Their findings suggested that transformational leadership yields effective results in organizations by motivating employees to exceed ordinary expectations, appealing to their higher-order needs and moral values, generating passion and commitment toward the organization's mission,

instilling pride and trust among followers, and facilitating intellectual stimulation. They recommend that transformational leadership is particularly suited for organizations seeking to compete successfully and mentor future managers to maintain organizational excellence.

Rasool (2015) noted that leadership has garnered significant attention in both academia and practice as a crucial factor influencing employee behavior and performance. The relationship between job performance and leadership style has attracted considerable scholarly interest, making leaders and their styles one of the most studied topics in recent history.

Chan (2010) pointed out that while many researchers have explored leadership styles, no single style has emerged as universally applicable to all issues. He emphasizes the importance of recognizing that different situations require different leadership styles and that leaders must know when to apply specific approaches. By using appropriate leadership styles, leaders can positively influence employee job satisfaction, commitment, productivity, and ultimately the organization's performance. The degree of direction and social support a leader provides to subordinates greatly depends on their ability to adapt their style to fit the situation.

2.5 Research Gaps

The literature on leadership and employee performance varies widely across countries and industries. Evidence regarding the impact of leadership styles on employee performance in banks is also inconsistent.

Most studies indicate that both transformational and transactional leadership styles positively influence employee performance, with transformational leadership having a more pronounced effect (Rasool et al., 2015; Kehinde and Bajo, 2014; Tsigu and Rao, 2015). However, the relationship between laissez-faire leadership and performance is less clear, with some studies reporting negative impacts (e.g., Aboushaqah et al., 2015) and others showing positive relationships (e.g., Gimuguni et al., 2014), indicating inconsistency in findings regarding this style.

The existing literature does not comprehensively cover all industries or countries. While some sectors, such as healthcare (Rasool et al., 2015; Aboushaqah et al., 2015), local government (Gimuguni et al., 2014), hotels (Ipas, 2012), and petroleum (Kehinde and Bajo, 2014), are represented, research from Africa—particularly East Africa—is scarce. Only a few studies from this region have been reviewed (e.g., Tsigu and

Rao, 2015; Ejere and Abasalim, 2013; Gimuguni, 2015; Nuhu, 2010), with some research emerging from South Africa (Howard et al., 2003).

Notably, there is a lack of evidence from the banking sector, with limited studies such as Tsigu and Rao (2015) focusing on the Ethiopian banking industry. Overall, while leadership style is shown to significantly influence performance outcomes at both individual and organizational levels, the evidence is unevenly distributed across various sectors and particularly lacking in the Nigerian banking industry. This gap in research has motivated the current study to contribute insights from this specific context.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research approach that was employed. The chapter goes into great length about the techniques utilized to gather the primary or secondary data needed for the study. The researcher outlines the population size and research design employed in this chapter. The researcher also explains how the data was examined, including any

models or statistical tools that were utilized, along with the justifications for using those specific models or statistical methods.

3.2 Research Design

A survey research design was employed for this investigation.

According to Amin (2005), GTB Plc Ilorin would benefit from this approach as it allows the researcher to systematically gather data from a diverse range of respondents simultaneously. A convenience sampling method was utilized to ensure that the survey included only those employees present at their workplaces. The study adopted a quantitative design for both descriptive and inferential analysis.

3.2.1 Study Population

Bank tellers, customer service representatives, back office personnel, credit officers, relationship officers, team leaders, supervisors, and branch managers of GTB plc Ilorin participated in the study. The categories were chosen because they were believed to be important to the bank's operations, management, and decision-making. 450 Ilorin employees participated in the study. The researcher contacted the human resources division to acquire a total of 200 permanent employees from the aforementioned pool of respondents.

3.3 Area of Research

The research was done in GTB To generalize the research's findings, ilorin was used. The location was picked because it was close to the researcher and because the bank has placed more emphasis on it in terms of branches, staff, and clientele.

3.4 Sample Size and Sampling Technique

The entire population couldn't be studied. Due to this, the researcher selected from the staff inventory a sample that was typical of the entire population. The subjects of a research study were carefully chosen using simple random sampling techniques in order to produce a representative sample. The 450 employees who work in the six locations of GTB Plc in Ilorin were the source of the sample of 200 responses employed by the researcher. It was decided to use a sample of 200 respondents because it is representative of the area's permanent staff and because these people have been employed by the bank for at least five years. This allows for a reliable evaluation of both the respondents' perceptions of the leadership study and their own performance at work. 16 branch managers and 184 staff members, including tellers, members of marketing teams, bankers, retail officers, and customer service personnel, made up the 200 responders.

3.5. Research Instrument

In order to comprehend the respondent's background information, the researcher developed questionnaires to collect data on the respondents' age, gender, education level, and length of service in the company. The important factors include the leadership styles, including transformational, transactional, laissez-faire, and autocratic, which are independent variables.

The Multi Factor Leadership Questionnaire created by Avolio and Bass (1995), adapted to match the setting of the study, was the scale used to measure leadership styles. Employee performance was assessed using a Yousef scale as the dependent variable, which was the second variable measured (2000). Age, gender, employment history, and job title were introduced as additional demographic factors.

3.6 Methods of Data Collection

A structured self-complete research questionnaire was provided to the study's target audience and then collected after a few days. The study's focus was the source of the primary data. The study's planned questionnaire was broken up into five sections. Part A served as an introduction; Part B was a series of statements to gather employees' opinions of the immediate supervisor's leadership style; Part C was for

gathering employees' self-reported performance; and Part D was for demographic information. Part E's final section was appreciation. The HR divisions of each of the six chosen branches received these questionnaires.

3.7 Validity and Reliability of the Instrument

The study used scales that have been approved by other studies. The Multi Factor Leadership Questionnaire (MLQ), created by Avolio and Bass (1995), was adjusted for the study's purposes in order to measure leadership styles. The study modified the Yousef scale to assess employee performance (2000). The study used a scale test to generate Cronbach's alphas for dependability, which were then compared to the typical cut-off point of 0.7. A Cronbach's alpha of more than 0.7 denotes an instrument's internal consistency, according to Field (2005) and Pallant (2013). Each sub scale had a Cronbach alpha produced, and the findings are shown in Table 3.1. According to the findings, Cronbach's alphas ranged from 0.755 to 0.908. These alpha coefficients are all greater than the usual threshold of 0.7, indicating that each subscale employed in the study had acceptable levels of internal consistency and was therefore accurate in measuring the variables it was intended to evaluate.

Table 3.1 Reliability Statistics

Scale	N	Alpha
TRANSFORMATIONAL LEADERSHIP		
Idealized Influence (II)	3	0.908
Inspirational Motivation (IM)	3	0.812
Intellectual Simulation (IS)	3	0.755
Individual Consideration (IC)	3	0.820
TRANSACTIONAL LEADERSHIP		
Contingent Reward (CR)	3	0.792
Management by exception (MBE)	3	0.792
AUTHORITATIVE LEADERSHIP (AL)	6	0.831
LAISSEZ FAIRE LEADERSHIP (LF)	6	0.882
EMPLOYEE PERFORMANCE (EP)	2	0.803

Source:Field Data, 2025

3.8 Data processing and Analysis

Data was coded and entered into SPSS version 23.0 after it had been collected. Data entry accuracy was verified. After ensuring that the scale-based variables were internally consistent, the scores were combined to produce mean scores for each responder per scale variable measure.

Data analysis methods included descriptive and inferential statistical approaches. According to Amin (2005), descriptive statistics gives us the tools to display data numerically and graphically in a way that paints

a comprehensive picture of the data gathered. According to the study's hypotheses, Pearson's correlation and multiple regression analysis were employed to evaluate both relationships and effects.

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSION

4.1 Introduction

The study's results are presented and discussed in this chapter. The structure is as follows. The sample is described in Section 4.2. The results are presented in Section 4.3 in accordance with the study's goals, and they are discussed in Section 4.4.

4.2 Description of the Sample

Demographic information on the respondents was gathered and examined. Age, gender, and education were all factors. The outcomes are shown in the ensuing subsections.

4.2.1: Distribution of Respondents by Age

Table 4.1 presents the results of the respondent's age. It is clear that the majority of respondents, 100(50.0%) were in the age range of 25-30 years, this was followed by 37 (18.8%) in the age range of 31-35, followed by 25(12.5%) in the age range of 35-40, then 23(11.2%) in the

age range of below 15 years while the least age range was 41+ year which was represented by only 6 (7.5%). This meant that the majority of respondents (who took part in the study) were aged 25-30years.

Table 4.1: Age Distribution

	Frequency	Percentage
Less than 25 years	23	11.2
25-30	100	50.0
31-35	37	18.8
35-40	25	12.5
41+ years	15	7.5
Total	200	100

Source: Field Survey 2025

4.2.2: Distribution of Respondents by Gender

The gender breakdown of the responders is seen in Table 4.2. It is obvious that there were 115 male respondents (57.5% of the total), compared to 85 female respondents (42.5%). This assumes that there is not a significant gender gap in general. This suggested that male and female employees at GTB Plc Ilorin were roughly equally represented.

Table 4.2 Gender Distribution

Category	Frequency	Percentage
Male	115	57.3
Female	85	42.5
Total	200	100

Source:Field Survey 2025

4.2.3 Distribution of Respondents by Education Level

Table 4.3 presents the results of the sample distribution by education level. Results show that the majority of respondents 51 (63.8%) were bachelors degree holders while Higher diploma and masters holders tied at 13.8% each, the diploma/certificates holders were the least represented with only 7 (8.8%) representation. This implies that most respondents were in a position to give a very fair assessment of their performance as well as that of the leadership style of the immediate supervisor.

Table 4.3 Education Distribution

Education level	Frequency	Percentage
Certificate/diplomas	18	8.8
Higher diploma	27	13.8
Bachelor	127	63.8
Master	28	13.8
Total	200	100

Source: Field data, 2025

4.3 Presentation and Data analysis according to key questions

The following subsections present the results as per the research objectives.

4.3.1 Research objective One: Analysis of Leadership Style

This subsection presents the results of the analysis of leadership styles. Four (4) main types of leadership styles were assessed. These were transformation leadership style with four dimensions (each with three items), transactional leadership style with two (2) dimensions (each with three items). Authoritative and laissez-faire leadership styles each had six (6) items. Descriptive statistics were used to assess the level. Table 4.4 presents results of transformational leadership style. The mean and standard deviation (S.D.) of the four dimensions of transformational leadership styles were calculated, to establish the respondents, assessment of the extent to which their immediate supervisors practices this leadership style. The scale used in the statements was 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree. The descriptive statistics of the findings are represented in Table 4.4.

Table 4.4 Descriptive Statistics on Transformational Leadership

	N	Min.	Max.	Mean	S.D.
Idealized Influence	200	1.00	5.00	4.1083	.93799
Inspirational motivation	200	2.00	5.00	3.9708	.82880
Intellectual simulation	2000	1.33	5.00	3.8500	.82660
Individual consideration	200	1.00	5.00	3.7542	.83816

Transformational leadership (overall)	200	1.83	5.00	3.9208	.71316
Valid N (list wise)	200				

Source: Field data, 2025

The results in Table 4.4 show that the idealized influence had the highest mean of 4.1083 and standard deviation of 0.93799, followed by inspirational motivation at a mean of 3.9708 and standard deviation of 0.82880. Intellectual simulation had a mean of 3.85 and standard deviation of 0.82660. The least but still with a high mean of 3.7542 and standard deviation of 0.83816 was individual consideration. Overall the transformational leadership style scored a mean of 3.9208 and S.D. of 0.71316.

Table 4.5 presents the mean and standard deviation from respondents' assessment of whether their immediate supervisors practiced transactional leadership style. Management by exception (MBE) had the highest mean of 3.8439 and standard deviation of 0.89448, while contingent reward had a mean of 3.6333 and standard deviation of 0.89631. Overall the results show that Transactional leadership style with an overall mean score of 3.7437 and standard deviation of 0.75471 is practiced by some of the immediate supervisors at GTB. In fact it is important to note that the mean score was above the midpoint. This

statistics indeed show that supervisors at First Bank apply transactional leadership

Table 4.5 Descriptive Statistics on Transactional Leadership

	N	Min.	Max.	Mean	S.D.
Contingent reward	2000	1.00	5.00	3.6333	.89631
Management by Exception	200	1.67	5.00	3.8439	.89448
Transnational leadership (overall)	200	1.67	5.00	3.7437	.75471
Valid N (list wise)	200				

Source: Field Data, 2025

Table 4.6 presents the mean and standard deviation of the respondent's assessment of the presence of Authoritative leadership style in their immediate supervisors.

Table 4.6 Descriptive Statistics on Authoritative Leadership

	N	Min	Max	Mean	S.D.
My supervisor believes employees need to be supervised closely they are not likely to do their work.	200	1	5	2.96	1.354
As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	200	1	5	3.10	1.045

I feel insecure about my work and need direction.	200	1	5	2.90	1.246
My supervisor is the chief judge of the achievements of employees.	200	1	5	2.84	1.213
My supervisor gives orders and clarifies procedures	200	1	5	3.10	1.083
My supervisor believes that most employees in the general population are lazy.	200	1	5	2.70	1.314
Authoritative Leadership (overall)	200	1.00	5.00	2.95 2	.9119
Valid N (list wise)	77				

Source: Field Survey, 2025

The statement that ‘as a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives’ had the highest mean of 3.10 and standard deviation of 1.045 same as the question of ‘my supervisor gives orders and clarifies procedures’ which had a mean of 3.10but a standard deviation of 1.083. The statement with the lowest mean of 2.70 and standard deviation of 1.314 was’ my supervisor believes that most employees in the general population are lazy’. Overall authoritative leadership upon assessing the six statements had a mean score of 2.9521 and a standard deviation of 0.91193.This mean is below the midpoint and indicates that respondents disagreed that their supervisors use

authoritative leadership. The results suggest that Authoritative leadership style is less exhibited by immediate supervisors at First Bank.

Table 4.7 Descriptive Statistics on Laissez Faire Leadership

	N	Min	Max	Mean	S.D.
In complex situations my supervisor allows me to work my problems out on my own way.	200	1	5	3.49	1.280
My supervisor stays out of the way as I do my work	200	1	5	3.69	.958
As a rule, my supervisor allows me to appraise my own work.	200	1	5	3.64	1.162
My supervisor gives me complete freedom to solve problems on my own.	200	1	5	3.64	1.116
In most situations I prefer little input from my supervisor.	200	1	5	3.79	1.174
In general my supervisor feels it's best to leave subordinates alone.	200	1	5	3.64	1.329
Laissez-Fair Leadership (overall)	200	1.50	5.00	3.662	.9390
Valid N (list wise)	200				

Source: Field Survey 2025

Table 4.7 presents the mean and standard deviation of the results from respondents' assessment of laissez faire leadership style. This was assessed by six items. The statement that 'In most situations I prefer little input from my supervisor' had the highest mean of 3.79 and standard deviation of 1.174 while the question with the lowest mean of

3.49 and standard deviation of 1.280 was that ‘In complex situations my supervisor allows me to work my problems out on my way’. Overall Laissez faire leadership upon assessing the six statements had a mean score of 3.6624 and a standard deviation of 0.91193. This mean is above the midpoint and indicates that respondents agree that their supervisors indeed utilize laissez faire leadership to a moderate extent. Therefore, from the results of the analysis of leadership styles, it can be concluded that transformational leadership style is the most exhibited leadership style by immediate supervisors at First Bank followed by the transactional leadership style. The results also show that laissez-faire leadership style is practiced above average. However, authoritative leadership style is the least exhibited style

4.3.2 Research Objective Two: Analysis of organization

Performance

Performance (self-rated) was captured by four constructs; one each for self assessment of the quality and productivity, and two others which compared one’s performance to that of the peers doing the same kind of work. Examples of the items used were ‘How do you evaluate the performance of **your peers** at their jobs compared with yourself doing the same kind of work?’ and ‘How do you evaluate the performance of

yourself at your job compared with your peers doing the same kind of work? When a scale test was run on these four items, a below conventional level Cronbach's alpha was obtained. Reverse-coding the third statement, as it should, yielded a negative Cronbach's alpha. Unable to identify the source of these confusing results, the two statements were dropped from the scale test and when the first two statements were included, the Cronbach's alpha was 0.803. Therefore, the analysis of employee performance was based on the scale with two out of the originally planned 4 items.

Table 4.8 presents results of the analysis of organization performance. The results show that productivity was highly rated with a mean of 4.35 and a standard deviation of 0.576 while quality of performance closely followed with a mean of 4.31 and a standard deviation of 0.739. Overall organization performance had a mean score of 4.3312 indicating a high performance. This is then subjected to further analysis in the next section to determine whether it is affected by the employees' perception of the leadership style of the immediate supervisor.

Table 4.8 Descriptive Statistics on organization Performance

	N	Minimum	Maximum	Mean	Std. Deviation
How do you rate quality of your performance	200	2	5	4.31	.739
How do you rate your productivity on the job?	200	3	5	4.35	.576
Employee performance score.	200	2.5	5.00	4.3312	.60558
Valid N (List wise)	200				

Source: Field Survey, 2025

4.3.3 Research Objective Three: The Effect of Leadership Style on Organizational Performance

4.3.3.1 Correlation Analysis

Table 4.9 presents the results of bivariate correlation based on Pearson correlation statistics. Transformational leadership ($M = 3.9208$, $SD = .71316$) strongly and positively correlated with overall employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .427$, $P < 0.01$. And also, there was a positive correlation between transformational leadership ($M = 3.9208$, $SD = .71316$) and employees quality of

performance ($M = 4.31$, $SD = .739$), $r(200) = .338$, $p < 0.01$. There was a strong and positive correlation between transformational leadership ($M = 3.9208$, $SD = .71316$) and productivity on the job ($M = 4.35$, $SD = .576$), $r(80) = .464$, $p < 0.01$.

Idealized Influence ($M = 4.103$, $SD = .9379$) strongly and positively correlated with employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .501$, $p < 0.01$. There was also a positive correlation between idealized influence ($M = 4.103$, $SD = .9379$) and quality of performance ($M = 4.31$, $SD = .739$), $r(200) = .413$, $p < 0.01$. There was also a strong and positive correlation between idealized influence ($M = 4.31$, $SD = .739$) and productivity on the job ($M = 4.35$, $SD = .576$), $r(80) = .523$, $P < 0.01$.

Table 4.9 Correlation between Leadership Styles and Employee Performance

Correlations														
		Transformational Leadership	Idealized Influence	Inspirational Motivation	Intellectual Simulation	Individual Consideration	Transactional Leadership	Contingent Reward	Management By Exception	Authoritative Leadership	LaissezFaire Leadership	How do you rate quality of your performance?	How do you rate your productivity on the job	Employee Performance score
Transformational Leadership	Pearson Correlation	1	.820"	.885"	.870"	.753"	.594"	.500"	.496"	-.214	-.112	.338"	.464"	.427"
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.057	.326	.002	.000	.000
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Idealized Influence	Pearson Correlation	.820"	1	.655"	.618"	.414"	.460"	.367"	.402"	-.324"	-.107	.413"	.523"	.501"
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.001	.000	.003	.349	.000	.000	.000
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Inspirational Motivation	Pearson Correlation	.885"	.655"	1	.739"	.561"	.425"	.347"	.364"	-.172	-.114	.284"	.419"	.373"
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.002	.001	.127	.319	.011	.000	.001
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Intellectual Simulation	Pearson Correlation	.870"	.618"	.739"	1	.553"	.478"	.394"	.405"	-.199	-.038	.167	.333"	.261"
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.076	.741	.138	.003	.020
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Individual Consideration	Pearson Correlation	.753"	.414"	.561"	.553"	1	.616"	.558"	.475"	.002	-.108	.241"	.250"	.266"
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.983	.345	.031	.025	.017
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Transactional Leadership	Pearson Correlation	.594"	.460"	.425"	.478"	.616"	1	.844"	.841"	-.235"	-.268"	.009	.054	.031
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.036	.017	.935	.637	.784
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Contingent Reward	Pearson Correlation	.500"	.367"	.347"	.394"	.558"	.844"	1	.415"	-.142	-.263"	-.060	-.051	-.061
	Sig. (2-tailed)	.000	.001	.002	.000	.000	.000		.000	.209	.019	.594	.655	.591
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Management By Exception	Pearson Correlation	.496"	.402"	.364"	.405"	.475"	.841"	.415"	1	-.251"	-.179	.066	.130	.102
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.000	.000		.026	.117	.563	.253	.370
	N	79	79	79	79	79	79	79	79	79	78	79	79	79
Authoritative Leadership	Pearson Correlation	-.214	-.324"	-.172	-.199	.002	-.235"	-.142	-.251"	1	.307"	-.126	-.084	-.117
	Sig. (2-tailed)	.057	.003	.127	.076	.983	.036	.209	.026		.006	.266	.458	.302
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
LaissezFaire Leadership	Pearson Correlation	-.112	-.107	-.114	-.038	-.108	-.268"	-.263"	-.179	.307"	1	.050	.033	.046
	Sig. (2-tailed)	.326	.349	.319	.741	.345	.017	.019	.117	.006		.664	.775	.688
	N	79	79	79	79	79	79	79	78	79	79	79	79	79
How do you rate quality of your performance?	Pearson Correlation	.338"	.413"	.284"	.167	.241"	.009	-.060	.066	-.126	.050	1	.691"	.939"
	Sig. (2-tailed)	.002	.000	.011	.138	.031	.935	.594	.563	.266	.664		.000	.000
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
How do you rate your productivity on the job	Pearson Correlation	.464"	.523"	.419"	.333"	.250"	.054	-.051	.130	-.084	.033	.691"	1	.897"
	Sig. (2-tailed)	.000	.000	.000	.003	.025	.637	.655	.253	.458	.775	.000		.000
	N	80	80	80	80	80	80	80	79	80	79	80	80	80
Employee Performance score	Pearson Correlation	.427"	.501"	.373"	.261"	.266"	.031	-.061	.102	-.117	.046	.939"	.897"	1
	Sig. (2-tailed)	.000	.000	.001	.020	.017	.784	.591	.370	.302	.688	.000	.000	
	N	80	80	80	80	80	80	80	79	80	79	80	80	80

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

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

Inspirational motivation ($M = 3.9708$, $SD = .82880$) positively correlated with employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .373$, $p < 0.01$. There was also a positive correlation between Inspirational motivation ($M = 3.9708$, $SD = .82880$) and quality of performance ($M = 4.31$, $SD = .739$), $r(200) = .284$, $p < 0.05$. There was also a strong and positive correlation between Inspirational motivation ($M = 3.9708$, $SD = .82880$) and productivity on the job ($M = 4.35$, $SD = .576$), $r(80) = .419$, $P < 0.01$. Intellectual stimulation ($M = 3.8500$, $SD = .82660$) positively correlated with employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .261$, $p < 0.05$. There was also a positive correlation between Intellectual stimulation ($M = 3.8500$, $SD = .82660$) and productivity on job performance ($M = 4.35$, $SD = .576$), $r(80) = .333$, $p < 0.01$. However there was no significant correlation between Intellectual stimulation ($M = 3.8500$, $SD = .82660$) and quality of performance ($M = 4.31$, $SD = .739$), $r(80) = .167$, $P > 0.01$.

Individual consideration ($M = 3.7542$, $SD = .83816$) positively correlated with employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .266$, $p < 0.05$. There was also a positive correlation between Individual consideration ($M = 3.7542$, $SD = .83816$) and quality of performance ($M = 4.31$, $SD = .739$), $r(80) = .241$, $p < 0.05$. There was

also a positive correlation between Individual consideration ($M = 3.7542$, $SD = .83816$) and productivity on the job ($M = 4.35$, $SD = .576$), $r(200) = .250$, $P < 0.05$. Transactional Leadership ($M = 3.7431$, $SD = .75471$) did not have significant correlation with employee performance ($M = 4.3312$, $SD = .60558$), $r(200) = .031$, $p > 0.01$. There was also no significant correlation between Transactional Leadership ($M = 3.7431$, $SD = .75471$) and quality of performance ($M = 4.31$, $SD = .739$), $r(200) = .09$, $p > 0.01$. There was also no significant correlation between Transactional Leadership ($M = 3.7431$, $SD = .75471$) and productivity on the job ($M = 4.35$, $SD = .576$), $r(200) = .054$, $P > 0.01$. None of the two dimensions (contingent rewards and management by exception) significantly correlated with any of the two items of performance. However, while the correlation of the contingent rewards was negative, the correlation coefficient of the management by exemption was positive. Authoritative leadership ($M = 2.952$, $SD = .91193$) had negative but insignificant correlation with employee performance ($M = 4.3312$, $SD = .60558$), $r(80) = -.117$, $p > 0.05$ irrespective of how performance was measured. Laissez Faire Leadership style ($M=3.64$, $SD=1.329$) on the other hand had a positive but also insignificant correlation with employee performance ($M =$

4.3312, $SD = .60558$), $r(200) = .046$, $p > 0.05$, irrespective of how performance was measured.

In a summary, the results of correlation analysis indicated transformational leadership had strong and positive correlations with employee's general performance, and strong positive with all the two dimensions of employee performance, i.e. quality and productivity. Transactional leadership had insignificant negative correlations with employee performance; however, contingent reward had negative correlation with employee performance and its dimensions while management by exception had insignificant positive correlation with employee performance and its dimensions. Authoritative leadership exhibited negative but insignificant correlation across all the dimensions of employee performance while laissez faire exhibited insignificant positive correlation with employee performance and its dimensions.

4.3.3.2 Multiple Regression Analysis

The multiple regression analysis was carried out to estimate the effect of leadership styles (independent variables) on organization's objective (dependent variable). Results are presented in Tables 4.10-4.12. Table 4.10 presents a summary of the model in which the item of interest is the

adjusted R^2 statistics, which is .225. This suggests leadership styles accounts for 22.5% of the variation in employees' performance.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841 ^a	.707	.706	.5334	1.630

a. Predictors: (Constant), Laissez-faire Leadership, Transformational Leadership, Authoritative Leadership, Transactional Leadership

b. Dependent Variable: Employee Performance score

Source: SPSS Computation, 2025

Table 4.11 presents the analysis of variance (ANOVA) results. It is also known as model fit results. Of interest in this table are the F-statistics and its associated sig. value. The results show that the F-statistics is 6.659% ($p < 0.01$). The results indicate that the model's hypothesis that the "model has no power to predict employees' performance from leadership style scores" could not be accepted. They therefore suggest that the model has power to predict organizational performance significantly from the leadership style scores.

Table 4.11 Model Fit Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	86.682	4	11.671	63.429	.000 ^b
Residual	35.923	195	.184		
Total	122.605	199			

a. Dependent Variable: Employee Performance score

b. Predictors: (Constant), Laissez-faire Leadership, Transformational Leadership, Authoritative Leadership, Transactional Leadership

Source: SPSS Computation, 2025

Table 4.12 presents the results on the coefficients of the regression model. The coefficients results show that transactional leadership positively predict organizational performance, standardized B= .618, ($p < 0.01$). These results suggest that performance of organization whose immediate supervisor exhibited transactional leadership characteristics increased significantly by 81.3 percent. The results also show that transaction leadership style, transformational leadership, and Laissez-faire also significantly positively predict organization' performance except Authoritative leadership style with beta (-0.253). Multicollinearity statistics show tolerance figures ranging from 0.603 to 0.869 while Variance Inflation factors (VIFs) ranged from 1.151 to 1.659. these figures suggest that multicollinerarity not suspected amongst the independent variables. Field (2005) suggests that

multicollinearity would be suspected is tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.344	.126		-2.730	.000		
Transformational	.651	.106	.618	6.142	.000	.513	1.502
Transactional	.813	.103	.842	7.893	.009	.403	1.359
Authoritative	-.253	.113	.189	-2.239	.457	.532	1.110
Laissez-faire	.531	.069	.448	7.695	.189	.358	1.150

a. Dependent Variable: Employee Performance score

Source: SPSS Computation, 2025

4.4 Discussion of the Results

In a summary, multiple regression analysis indicated that, transactional leadership positively predicted organizational performance. If supervisors exhibited more transactional leadership style, the organization will have higher performance and organization objective will be achieved. As predicted, this result supported alternative

hypothesis 2. Transformational leadership positively affects organization performance at 5% level of significant as shown by beta-coefficient (0.651) in the multiple regression table. The results of transformational leadership were consistent with most of results on previous studies reviewed in chapter two. See as example, studies like Raja and Palanichamy (2015) for sample of employees in public and private sector enterprises in India; Aboshaiqah et al (2015) on a sample of hospital nurses, Pradeep and Prabhu (2011) in India, Kehinde and Banjo (2014) and Ejere and Abasilim (2013), both in Nigeria, Tsigu and Rao (2012) and Gimuguni et al (2014) in Ehtiopian banking industry and Ugandan local government authorities respectively.

Transactional leadership positively affects organization performance and therefore the second hypothesis of this study which stated that the transactional leadership style positively does not have any significant effect on organization performance in GTB could not be supported at 5% level of significant. These findings give credence with the many studies reviewed in chapter two in which it was reported that transactional leadership style significantly positively affected employees' performance. For example studies by Pradeep and Prabhu (2011), Kehinde and Banjo (2014) and Ejere and Abasilim (2013).

Authoritative leadership was found to have negative effect on organization' performance. This suggests that the study in third hypothesis that "the Autocratic leadership style positively affects organization performance in GTB Plc Ilorin" could not be supported. Furthermore, the study findings are consistent with those reported earlier in Gimuguni, et al (2014) and in Nuhu (2004) both of whom reported positive relationship between autocratic leadership styles and organization' performance. Lastly, the study found that laissez-faire leadership styles are significantly positively affect organization performance. These results are consistent with the fourth hypothesis which stated that "the laissez-faire leadership style does not affect organizational performance in GT Bank plc Ilorin". The results lend strong support to the previous evidence which reported positive relationship, e.g. Aboushaqah et al (2015), Nuhu (2004). However the same results are consistent with those which reported a positive relationship between laissez-faire leadership style and organization performance. See for example, Gimuguni, et al (2014). The study did contribute to the expansion of knowledge in the human resource field on how effective leadership styles can be used to achieve organizational performance. It also tried to close a gap in current literature in which

studies of leadership styles and organizational performance in the banking industry have not been fully and efficiently explored. Thus, the study added empirical evidence on the topic by providing evidence from a frontier market's banking sector. Previous study in banking was that of Tsigu and Rao (2015) based on Ethiopian banking industry.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

5.1 Overview

The main objective of this study was to investigate the effect of different leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employees' performance of employees. A cross section descriptive survey research strategy was adopted in which a sample of 200 employees sampled conveniently from a study population of 450 employees of GT Bank Plc Ilorin in different staff cadres - Bank tellers, customer care staff, back office staff, credit officers, relationship officers, team leaders, supervisors and Branch managers of Bank -was surveyed. A structured questionnaire was used to collect primary data from the sample. The leadership styles were measured through the Multi factor Leadership Questionnaire developed by Avolio and Bass (1995), modified to fit the context of the study. Employee performance was measured by the scale of Yousef (2000). Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression

analysis were used to assess both relationships and effects as per the hypotheses of the study. This chapter presents conclusions, implications and recommendations. It is organized in various sections: Section 5.2 gives a key summary of findings, Section 5.3 discusses conclusions and recommendation, Section 5.4 presents recommendations while the last section, Section 5.5 gives limitations of the study and suggestions for further research.

5.2 Summary of Key Findings

The findings show that transactional leadership style is the most exhibited style at the Guarantee Trust Bank Ilorin followed by the transformational leadership style and laissez-faire. Organizational performance is above average. Overall, scores in transformational leadership style were found to be strongly correlated with both measures of organization performance and overall performance except for the intellectual simulation dimension, which had insignificant positive correlation with quality of performance.

Transactional leadership style was found to be highly positively correlated with both measures of employee performance as well as overall performance of the organization. However, contingent rewards had a positive but significant correlation with performance while

management by implication had significant positive correlations. Authoritative leadership style had a least significant relationship while laissez faire style had a moderately significant positive correlation. Transformational leadership style significantly positively affected organizational performance while transactional leadership style affected organization performance significantly most in the analysis. Authoritative and laissez faire leadership styles exhibited moderately significant and positive effects on organizational' performance at 5% level.

5.3 Conclusions and Implications

From the study findings it can be concluded that supervisors and managers of the bank who are driven by the desire to achieve organization objectives for better performance from his/her employees should try and exhibit more of transaction leadership style and less of the rest of the leadership styles.

5.4 Recommendations

Bank managers expect employees to perform, supervisors expect their followers to perform too. The results of this study provided insights into what employees need from their supervisors and managers

and the kind of leadership behaviors they should emulate from them. This information could be used to help develop strategies and meet organizational needs through leadership behavior development. According to the results, some strategies for improving supervisor's leadership and employee performance could be suggested. It indicated that more of transactional leadership behavior would lead to higher organizational performance for achievable result of organization objectives. The leaders or supervisors should be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively. The supervisors should also have their own visions and development plans for followers, working in groups and champion team work spirit.

The supervisors should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations. Supervisors should understand the values of the followers and try to build their departmental/ unit's business strategies, plans, processes and practices that will likely to improve the wellbeing of staff. Respect for individual is also very key in building a positive relationship between leaders and

employees. Employees prefer to idealized attributes leadership behaviors from their supervisor because it can increase their level of performance. Employees would like to see more of idealized attributes in their supervisors; therefore, the supervisors should act to promote faith, build trust from their subordinates. They should connect with the working groups and the individuals beyond self-interest. A sense of confidence and power for the workloads should be displayed.

Supervisor's authoritative leadership style will decrease employee performance. So they should try to avoid this type of leadership style. Contrarily, supervisors should clarify expectations and provide goals and standards to be achieved for the followers. They should not wait until the problems become more serious and then act/ take action they should monitor performance on timely basis. Whenever a problem arises, supervisors should try to intervene into the issues as soon as possible. Supervisors should respond to urgent questions and make decisions promptly and precisely. They should not be afraid of getting involved in problem solving. Regarding to the results of correlation analysis, it indicated that transformational leadership, transactional leadership and authoritative leadership all have significant correlations with employee performance. Transformational leadership had strong and

positive correlations with employee productivity, quality and overall performance. The group of specific behaviors factors of transformational leadership positively correlated with employee performance. Therefore, as mentioned before, leaders or supervisors should be aware of the importance of transformational leadership style and try to put it in practice. Authoritative leadership had a negative correlation with organization performance. It was obvious to see that authoritative leadership is not an effective leadership style. So supervisors should try to avoid this style. Supervisors should enrich the knowledge about the perceptions of leaders' behaviors and how these behaviors relate to employee performance. Based on the results of the current study, leadership development programs could help leaders understand the relationships between effective leadership styles and employee performance.

Organizations can develop certain training programs or mentoring by professionals for the supervisors and leaders. Professionals and trainers can use the results from the current study to develop training programs that support leadership development. Organization can provide leadership training program or interventions to improve supervisor's leadership. The leadership training program can be designed

based on employee needs and organizational needs to achieve the very best from such particular programs. And also, psychological interventions are needed to clarify for the employees about the relationship with supervisors, and the impacts of leadership styles on loyalty employee performance, including leader's daily practice, leadership behaviors, and the importance of feedback. The organization and supervisors should involve employees in decision making and leadership improvement and provide training and teamwork facilitation. In addition, policies and practices related to rewards or feedback system in the organizations can be adjusted to meet employees' needs in order to improve employee performance.

5.5 Limitations and Suggestions for Future Research

The main limitation of the study was how different culture distribution impacted the relationships between supervisors and employees. The study was conducted in First Bank Plc Ilorin, and it was important to consider the values and beliefs of employees of the bank culture and how it impacted the roles of individuals within the workplace. The impact of culture on leadership perceptions might have practical and theoretical implications, particularly in globalization. Another limitation of the study was the employees' personalities and preferences on

supervisor's leadership. Personality and personal preferences would affect people's perceptions on leadership styles and their relationships with supervisors. In current study, these factors were not controlled.

The other limitation was the limited sample size. Limited conclusions and generalizations could be made. Because the target participants in this study were in a certain branches of First Bank Plc Ilorin. Generalization of this research topic was difficult to make to other populations. Regarding to this current study, several recommendations for future research are drawn. Firstly, future studies could be focused on how organization culture factors influence on the relationships between leadership styles and employee performance, like how to incorporate leadership development in organizations or industries of diverse cultures. It could improve productivity of organizations and increase employee commitment. The results of the current study were a little different from the previous research, because some of the previous studies were conducted under western cultural background. The influence of culture needs to be researched more in future study.

Secondly, the influences of gender and personality on the perception of leadership behaviors were not investigated in this study, but they would

influence the relationships between leadership styles and employee performance. Investigating the influence of gender differences on these variables may provide additional information for leaders to adjust leadership behaviors in the work processes to meet the needs of different demographic groups. So a recommendation is to investigate the influence of demographic differences on the perception of leadership behaviors in order to develop leadership training programs.

Thirdly, this study examined that how different leadership styles affected employee performance, The high level of employee performance was due to supervisor's leadership style, but there are still other factors that would affect employee performance. Future research could focus on other factors that might also affect employee performance and not only the few leadership leadership styles.

In a summary, according to the results of this current study, First Bank Plc Ilorin should pay more attention to improving supervisors' management and leadership skills and to monitoring the relationship between supervisors and employees. Some strategies and managerial plans need to be developed in the Bank in order to attain extra ordinary performance.

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APPENDICES

QUESTIONNAIRE

PART A: Introduction

Dear Respondent,

I am _____, an H.N.D student at the Institute of Finance and Management Studies, Kwara State Polytechnic Ilorin. I am carrying out a study on the **“Impact of Effective Leadership Styles in achieving Organization objective at Guarantee Trust Bank Plc Ilorin”**. This is required as part of the fulfillment of requirement for the award of Higher National Diploma in Business Administration.

Yours faithfully,

QUESTIONNAIRE

PART B: LEADERSHIP STYLE

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rating yourself against each statement to indicate you level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement

TRANSFORMATIONAL LEADERSHIP					
Idealized Influence (II)	1	2	3	4	5
1. My supervisor makes others feel good to be around him / her					
2. I have complete faith in my supervisor					
3. I am proud to be associated with my supervisor					
Inspirational Motivation (IM)	1	2	3	4	5

1. My supervisor expresses in a few simple words what we could and should do					
2. My supervisor provides appealing images about what we can do					
3. My supervisor helps me find meaning in my work					
Intellectual Simulation (IS)	1	2	3	4	5
1. My supervisor enables others to think about old problems in new ways					
2. My supervisor provides others with new ways of looking at puzzling things.					
3. My supervisor gets others to rethink ideas that they had never questioned before.					
Individual Consideration (IC)	1	2	3	4	5
1. My supervisor helps others develop themselves					
2. My supervisor lets others know how he /she thinks we are doing					
3. My supervisor gives personal attention to others who seem rejected.					
TRANSACTIONAL LEADERSHIP					
Contingent Reward (CR)	1	2	3	4	5
1. My supervisor tells others what to do if they want to be rewarded for their work					
2. My supervisor provides recognition/rewards when others reach their goals.					
3. My supervisor calls attention to what others can get for what they accomplish.					
Management by exception (MBE)	1	2	3	4	5
1. My supervisor is always satisfied when others meet agreed-upon standards					
2. As long as things are working, my supervisor do not try to change anything					
3. My supervisor tells us the standards we have to know to carry out our work					
AUTHORITATIVE LEADERSHIP	1	2	3	4	5
1. My supervisor believes employees need to be supervised closely they are not likely to do their work.					
2. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
3. I feel insecure about my work and need direction.					
4. My supervisor is the chief judge of the achievements of					

employees.					
5. My supervisor gives orders and clarifies procedures					
6. My supervisor believes that most employees in the general population are lazy.					
LAISSEZ FAIRE LEADERSHIP	1	2	3	4	5
1. In complex situations my supervisor allows me to work my problems out on my own way					
2. My supervisor stays out of the way as I do my work					
3. As a rule, my supervisor allows me to appraise my own work.					
4. My supervisor gives me complete freedom to solve problems on my own.					
5. In most situations I prefer little input from my supervisor.					
6. In general my supervisor feels it's best to leave subordinates alone.					

Source: Adopted from Bass and Avolio (1992)

Part C: EMPLOYEE PERFORMANCE

The sets of statements aimed at helping you assess your performance at your job in the company. You are requested to rate yourself against each statement to indicate your self assessment of your own performance, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

	1	2	3	4	5
Quality of your performance and productivity.					
1. How do you rate quality of your performance?					
2. How do you rate your productivity on the job					
Individual's quality of performance and productivity compared with other's doing					

similar jobs.					
1. How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
2. How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					

Source: Adopted from Yousef (2000)

PART D: General Information

1. What is your age?
Below 25 years () 25-30 years () 31-35 years () 36-40 years ()
41-45 years () 46 and above ()
2. What is your gender?
Male () Female ()
3. What is your highest education qualification?
Certificate/diploma () Higher diploma () Bachelor () Master ()