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LEADERSHIP STYLE AND STAFF JOB PERFORMANCE IN SELECTED BANKS IN ANAMBRA STATE OF NIGERIA

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ABSTRACT

This study examined the relationship between managers' leadership style and staff job performance in selected banks in Anambra State. The study was carried out 10 banks in Anambra State. The population of the study is made up of managers, regular and contract staff of banks in the area of the study. The sample of the study comprised 210 respondents selected from the population. Questionnaire items and interview methods were used to elicit primary data, and documentary method was applied to collect secondary data for the study. A total of 210 questionnaires containing 21 questionnaire items each were administered, and 195 questionnaires were successfully retrieved without error and used for the study. The primary data were presented and analysed in tabular and percentage frequency. Content analysis was used to analyse the secondary data. The study findings identified 10 different leadership styles adopted by different bank mangers in different banks in the area, and emphasized that the various leadership styles have significant effects on the staff job performance in the banks. Also, the findings proved that the bank managers face leadership challenges in the discharge of their administrative functions in the banks. Upon the findings, the study recommended that the bank managers should adopt the needed leadership style in their banks to enhance staff job performance, that the various leadership challenge faced by the managers should be addressed accordingly by the bank managers and adopt the recommendations of this study to ensure a better leadership style and adequate staff job performance in the banks.

Keywords: Leadership; Leadership Style, Banking Sector, Bank Staff; Job Performance.

Introduction

In Nigeria as in other parts of the world, banks still need to recruit and retain some level of qualified and self motivated staff in order to be competitive in the current globalised and turbulent financial services provisions. In case of using human beings to provide services, it is not enough to merely rely on the number of people engaged, their qualification and experience or their ability but remunerating them appropriately is also of paramount importance. The personnel engaged must be motivated through adequate incentive plans or packages in order to get the best output from them.

According to Aamodt (2007:12), incentives capable of motivating workers can come in form of:

i. Adequate remuneration,
ii. Welfare packages,
iii. Special recognitions,
iv. Good communication channel,
v. Cordial relationship within the organization,
vi. Prompt payment of salary and other entitlements,
vii. Staff promotion and proper placement,
viii. Good working environment etc.

When the above are present, it is most likely that workers will put in their best (Adams & Hicks (2000). This implies that incentives and motivation are linked together in such a way that the absence of one affects the other. Consequently, many captains of industries believe that the key to improve staff performance and productivity in any area are through incentives and motivation rather than ability. In this regard, Anitha (2014) stated that motivation is the force that energizes, direct and sustains a person's effort towards the achievement of a goal. A highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today's bank management is to administer motivational programmes which will encourage employees to improve their work performance and productivity. To this end modern day managers of banks are therefore adopting various kinds of motivational packages not only to retain employees but also help them to achieve competitive advantage in the financial markets. Motivation is therefore very important for profit maximization in the banking industry.

One of the major concerns of the banks is their profitability, hence the need for efficiency. In this era, banks are in a continuous state of competition and this has intensified the need to improve employee's performances and invariably that of the organisation (Akinyemi, 2014). Banks in Nigeria as in other parts of the world are faced with a quickly changing environment and this implies that they have to develop a more focused and coherent approach in how they manage people. There is need for the bank managers to adopt appropriate leadership styles. The leadership style and traits so applied by the leader influences the job performance of the staff in the organisation (Yahaya, Osman, Mohammed, Gibrilla & Issah, 2014, p. 2).

Many scholars, including Babalola (2016), Igbal, Anwar and Haider (2015) agreed that leadership entails the capacity of the leader to influence the activities of others to achieve the corporate goal of the organisation. In leadership, the leader applies several leadership styles to achieve the set goal. To Akinwumiju and Olaniyan (1996) leadership style is seen as a process through which the leader influences others in the process of attaining the group goal. As a process, it requires that the leader has a laid down procedure to follow in his/her

leadership activities, and such a leader has specific direction to follow. According to Okumbe (2018) leadership style "is a particular behaviour applied by a leader to motivate subordinates to achieve the objectives of the organisation". To this scholar, leadership is not only an act of influencing others to carry out the organisational goal, but includes the specific activity such as the "motivation" of others to ensure that they carry out organisational goal to the desire of the leader. This provides the leader with the opportunity of controlling others in the organisation. To Chandan (1987), leadership style entails the ingredient of personality embedded in the leader that causes subordinates to follow them. It is the leadership style that attracts the followers to the leader. Okumbe (2018) saw leadership as the manifestation of dominant pattern of behaviour of a leader. This definition implies that the leader has a specific leadership attitude, which the leader applies to influence other people in a given situation. Mohammed, Yusuf, Sanni, Ifeyinwa, Bature, and Kazeen (2014) agreed with the above views on leadership style and add that leadership style is the patter n of behaviours engaged by a leader when dealing with the employees. This explanation on leadership style entails that the leader applies a specific behaviour when dealing with the organisational staff. Such behaviour makes the staff/employees to respond willingly or otherwise to the directive of the leader, and determines the type of leader in question. This makes leadership style to be prominent in the success or failure of any organization.

In another development, Borman and Motowidlo (2013) explained that job performance implies task performance involving individual activities that contribute to the organisational value, and could be direct or indirect based on the status of the staff involved in the organisational activities under the directive of the leader. Every job in the bank is carried out by the bank staff. The implication is that the action of the manager determines the staff activities, directly or indirectly, and accounts for staff job performance in the banks. The managers identify the basic areas of staff needs and attend to them accordingly to attain the staff performance target in the bank. To achieve efficiency in the banking sector, managers need to apply the needed leadership style and traits in administering the banks, and in managing the material and human resources of the banks. Although the bank managers face some challenges in the process, these challenges also affect the staff job performance in the banks especially in Anambra State.

Research Questions

The following research questions guided the study:

1. What type of bank managers' leadership style is commonly used in banks in Anambra State?

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2. What are the effects of the managers' leadership style on staff job performance in banks in Anambra State?
3. Are there leadership challenges facing the bank managers in the discharge of their leadership functions in banks in Anambra State?

Literature Review

Leadership Style

Several scholars have identified different types of leadership and leadership style in different organisations based on their study, and this study will explore various literatures on the subject matter. The emergenc e of a leadership style is determined by the prevailing environment of the organisation, either by external or internal environmental factors. However, this study adopts the ten (10) types of leadership and leadership style provided by Singapore Productivity Association (2010). They are presented as follows:

Autocratic Leadership: Autocratic leadership is an extreme form of transactional leadership. Leaders have absolute power over their employees, and the latter have little opportunity to make suggestions, even if it would be in the organizations best interest. Autocratic leaders hip often leads to high levels of absenteeism and low employee turnover. However, it could remain effective for some routine and unskilled jobs, as the advantages of control may outweigh the disadvantages.

Bureaucratic Leadership: Bureaucratic leaders te nd to follow rules rigorously. They ensure that their employees follow procedures precisely. Bureaucratic leadership is very appropriate for work which involves serious safety risks, or where large sums of money are involved.

Charismatic Leadership: Charismatic leadership may appear similar to transformational leadership. Charismatic leaders inspire lots of enthusiasm in their employees and are very energetic in driving others forward. Charismatic leaders, however, tend to believe more in themselves, than in their employees, hence, creating a risk that a project, or even the entire organization, might collapse if the leader leaves. In the eyes of the followers, success is directly connected to the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long -term commitment from the leader.

Democratic Leadership / Participative Leadership: Democratic leaders tend to invite other members of the team to contribute to the decision - making process, although they make the final decision. Hence, it increases job satisfaction through the involvement of others, and helps to develop people's skills. Employees would also feel in control of their own destiny, and motivated to work hard by more than just a financial reward. This approach could, however, take longer, but often with a better end result. Democratic or participative leadership is most suitable when working as a team is essential, and when quality is more important than speed to market or productivity.

Laissez-faire Leadership: "Laissez-faire" means "leave it be" in French. It is used to describe leaders who leave their employees to work on their own. Laissez -faire leadership could be effective if the leader monitors what is being achieved and communicates this back to the team regularly. Often, this style of leadership is most effective when individual employees are very experienced and skilled self-starters. This type of leadership, however, could also occur when managers do not apply sufficient control.

People-oriented Leadership/Relations-oriented Leadership: People-oriented leadership is the opposite of task -oriented leadership. People -oriented leaders are totally focused on organizing, supporting and developing the people in their teams. It is a participative style, and tends to encourage good teamwork and creative collaboration. In practice, most leaders adopt both task -oriented and people-oriented styles of leadership.

Servant Leadership: Servant leadership describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by meeting the needs of the team, he or she is described as a servant leader. Servant leadership is a form of democratic leadership in many ways, as the whole team tends to be involved in decision making. Supporters of the servant leadership style suggest that it is an important way to move ahead in a world where values are increasingly important, and where servant leaders achieve power on the basis of their values and ideals .

Task-oriented Leadership: Highly task-oriented leaders focus only on getting the job done, and could be quite autocratic. They actively define the work and roles required, put structures in place, plan, organize and monitor. However, since task-oriented leaders do not tend to think much about the well -being of their employees, this approach could suffer many of the flaws of autocratic leadership with difficulties in motivating and retaining employees.

Transactional Leadership: Transactional leadership sta rts with the idea that employees agree to obey their leader totally when they accept a job. The "transaction" is usually the organization paying the team members in return for their effort and compliance. The leader has a right to "punish" employees if their work does not meet the pre -determined standard. Employees could do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even hi gher standards or greater productivity.

Alternatively, a transactional leader could practice "management by exception" –rather than rewarding better work, the leader could take corrective action if the required standards are not met. Transactional leaders hip is more of a type of management, as it focuses on short -term tasks. It has

serious limitations for knowledge -based or creative work.

Transformational Leadership: Transformational leaders are true leaders who inspire their employees constantly with a shared vision of the future. While this leader's enthusiasm is often passed on to the team, he or she may need to be supported by "detail people". Hence, in many organizations, both transactional and transformational leadership are needed. Transactional le aders ensure that routine work is done reliably, while transformational leaders look after initiatives that add new value. Transformational leader; has integrity, sets clear goals, clearly communicates a vision, sets a good example, expects the best from employees, encourages, inspires and supports, recognizes good work and people, provides stimulating work and helps people see beyond their self - interests and focus more on team interests and needs.

Job Performance

Performance is an important tool in assessment of both the staff and organisational activities. According to Motowidlo, Borman and Schmidt (2017, p. 76) job performance means "the overall expected value from employees' behaviour carried out over the course of a set period of time". This connotes that job performance involves what the staff of a giving organisation do at the organisation, which is aimed at either improving the organisational goal or otherwise. It implies that the staff behaviour and general activities is measured by a giving standard to assess the staff activities in the organisation. The above scholars further identified two types of job performance as "task performance" and "contextual performance". Task performance is seen as those staff activities that directly transform the organisational raw materials to goods and services, including banking sector by the bank staff. Contextual performance covers the staff behaviours that add to the general organisational effectiveness through supporting the social and psychological environment, where the job is carried out (Borman & Motowidlo, 2013). Similarly, Rotundo and Sackett (2018) added that task performance explains behaviour of the staff in the organisation, while contextual performance describes the staff behaviour that does not compliment the staff role in the organisation. In his view, Campell (2018) stated that job performance is the individual – level based activities. It is more of individual (staff) behaviour in the organisation. The staff performance influences and determines the organisational productivity. This implies that the staff performance in any bank affects the bank's productivity.

Methodology

This study adopted a descriptive survey design. The data were collected on managers' leadership style and staff job performance in banks in Anambra State.

The population of this study was made up of bank managers, regular staff and contract staff of the banks. From the banks, ten were

selected using stratified random sampling technique. Purposive sampling technique was used to select the managers of the ten selected banks. The same technique was applied in selecting 10 regular staff and 10 contract staff from the ten selected banks. Thus, 210 respondents constituted the sample of the study.

The study used questionnaires, oral interview, and documentary methods as research instruments for data collection. The questionnaire items were raised from the literature review, observed leadership style, and staff performance in the selected banks. The study used 21-questionnaire items to answer the three research questions. A total of 210 copies of the questionnaire were administered to 21 respondents in the each of the 10 selected banks.

The study had face-to-face interview with the bank managers and staff of the selected banks on the subject matter of the study. The communication helped the researcher to generate data for the study.

The documentary method is the secondary method of data of collection, and it involved the use of written documents on bank manager's leadership style and staff job performance in banks. These include text books, newspaper, journals, staff meeting minutes, job description records, etc.

Method of Data Presentation and Analysis

The primary data collected for this study were presented in a tabular frequency. The frequency distribution of the responses from each of the questionnaire item was analysed using percentage frequency. The result of the scores were analysed for both its theoretical and empirical values, and used to answer the research questions. The secondary data collected for this study were interpreted using content analysis. The text in this study implies the books, journals, comments, etc. on bank managers' leadership style and staff job performance in banks. Out of the 210 questionnaire distributed, 202 were successfully returned. 8 were not returned. Out of the 202 copies of the questionnaire that were returned successfully, 7 were retrieved with error. Thus, a total of 195 copies of the questionnaire were subjected to data analysis.

Data Presentation and Analysis

Table 1: Questionnaire distribution and return

Research Question 2: To answer this question, questionnaire items 1 -10 were structured to collect data from the respondents on the subject matter as presented below in table 1.

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Table 1 Respondents' response on the types of leadership style applied by Bank Managers in Anambra State

S/N	Types of leadership style	Frequency	Percentage
1	Democratic leadership	15	7.7%
2	Autocratic leadership	40	20.5%
3	Laissez faire leadership	19	9.7%
4	Bureaucratic leadership	22	11.3%
5	Servant leadership	16	8.2%
6	Task-oriented leadership	15	7.7%
8	Transformational leadership	18	9.2%
9	Transactional leadership	17	8.7%
10	People –oriented leadership	17	8.7%
	Total	**195**	**100%**

Source: Field work, 2019

Table 1 identified the types of leadership style bank managers in Anambra state adopt in the administration of banks in the state. The study showed that there are ten (10) different types of leadership styles the managers apply in different banks at different times. Each type of the leadership possesses a percentage of the respondents' perception on the issue. The table showed that democratic leadership has 7.7%, while autocratic leadership has 20.5% of the respondents' response on the subject matter. Laissez faire leadership and bureaucratic leadership styles have 9.7% and 11.3% respectively of the total respondents' perception on the matter. The charismatic leadership style has 7.7%, with servant leadership style having 8.2%, and people oriented leadership style having 8.7%. The task-oriented leadership style has 8.2%, while transformational leadership and transactional leadership styles possess 9.2% and 8.7% respectively of the degrees of response.

The study proved that the above identified types of leadership style exist in different banks in Anambra State. The study further noted that among the various types of leadership, the most prominent among them is the autocratic leadership style by the bank managers, possessing 20.5% of the total degree of responses. The autocratic leadership has its implications on both the staff job performance in the banks. It makes a manager to command and abuse the staff without considering the staff's disposition to carry out the bank duties, there by discouraging the staff from carrying out effective job performance in the banks. This type of leadership makes a manager lord in the bank, subjecting the staff to servant status to the lord by issuing unwarranted directives and compelling the staff to obey them, using intimidation approach on the staff.

The next commonly identified leadership style in the banks is the bureaucratic leadership possessing 11.3% of the degree of responses from the respondents, proving that the bank managers apply several administrative bottle necks for the staff, thereby depriving the staff access to

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communication with the manager. The implication is that in the staff members are not properly guided by the managers on the basic objectives of the bank to be achieved, and this affects the staff job performance in the banks. The third ranking leadership style in the banks is the laissez faire leadership possessing 9.7% of the degree of respondents' response. This implies that some of the bank managers apply care -free attitude in their leadership role in the banks, thereby not guiding the staff accordingly on the right perspective and duties to carry out in the banks. This results to poor staff job performance and inability of the bank to achieve their set goals. The study further noted that democratic leadership and charismatic leadership styles were rated the lowest as they possess 7.7% each of the degree of responses showing that good number of the managers do not apply democratic leadership, thereby depriving the staff the opportunity to participate decision making process and sense of belonging. This is counterproductive and can discourage the staff from effective job performance in the banks. Also, the study proved that a good number of the managers lacked the leadership charisma to carry out their leadership roles in the banks, and the leadership inability of the mangers accounts for the staff poor job performance in most banks in the state.

Research Question 2: For research question two, questionnaire items 11-17 have been structured to collect data from respondents to answer the research question as presented in table 2 below.

Table 2: The effects of Bank Managers leadership style on staff job performance in Banks in Anambra State

S/N	Effects of Leadership Style on Staff Job Performance	Frequency	Percentage
	Negative Effects		
1	Staff low productivity	52	26.7%
2	Staff absence from duty	48	24.6%
3	Staff poor communication with Principal	24	12.3%
	Total	124	63.6%
	Positive Effects		
1	Staff High productivity	23	11.8%
2	Staff job satisfaction	25	12.8%
3	Staff participation	23	11.8%
	Total	71	36.4%

Source: Field work, 2019

Table 2 clearly stated the positive effects of bank managers' leadership style on staff job performance in banks in Anambra State. The study identified six (6) different effects of the leadership style on staff job performance. Among the effect is staff low productivity, which has 26.7% of the total respondents' response and is the

highest degree of response, proving that the leadership style applied by the managers in various banks contribute to the staff low job performance and productivity in the banks. This staff low performance and productivity are in relationship to the autocratic and liassez faire leadership of the managers. The study observed that in several occasions, the managers embarrass the staff, intimidate them, violate their human rights and show little or no concern for their welfare. This discourages staff and affects their job performance negatively. Another major effect is staff absence from duty rating 24.6% of the total respondent response on the subject matter. This implies that the staff members absent themselves from duty either to avoid the harassment of the manager, or due to the fact that the manager is care –free about staff duties and not supervising the staff adequately. Other effects are staff poor communication with the managers having 12.3% of the respondents' perception. This poor communication is as a result of perceived leadership style of the manager, which does not allow staff to access and communicate freely with the manager, and this affects the staff productivity in the banks. The staff's high productivity as an effect has 11.8%, and staff's job satisfaction and participation have 12.8% and 11.8% respectively of the respondents' degree of response.

In another development, the study classified the effects into two, namely "negative effects" and "positive effects". The negative effects are staff low productivity, staff absence from duty, and staff poor communication with the managers, cumulating to 63.6% of the total respondents' response on effects on staff job performance. This proves that negative effects are high, and certainly the staff job performance will be low. The positive effects are staff high productivity, staff job satisfaction, and staff participation, cumulating to 36.4% of the total respondents' perception on the subject matter. The implication is that the positive effects are lower than the negative effects in the banks.

Research Question 3: To answer this question, questionnaire items 18 -22 were structured to collect data from the respondents on the subject of the bank managers' leadership challenges in banks in Anambra State as presented in table 3 below.

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Table 3: the respondents' perception on Bank Managers leadership challenges in Banks in Anambra State

S/N	Bank Managers Leadership Challenges	Frequency	Percentage
1	Staff non -compliance to manager's directives	31	15.9%
2	Unguided objectives and leadership focus of the manager.	44	22.6%
3	External influences on the manager	40	20.5%
4	Inadequate skilled staff to implement manager's directives	38	19.5%
5	Inability of the managers to supervise the staff job performance in the banks	42	21.5%
	Total	**195**	100%

Source: Field work, 2019

Table 3 shows that the bank managers in various banks in Anambra State are faced with leadership challenges in administration of the bank policies. The study identified unguided objectives and leadership focus of the managers, possessing 22.6% of total respondents' responses as one of the leadership challenges faced by the bank managers in the State. The study noted that most of the managers operate the banks without a defined objective for the bank and this is traced to the laissez faire leadership style of the managers. Another leadership challenge is external influence on the managers possessing 20.5% of the total respondents' response. In most cases, the managers are influenced by both internal and external environments of the bank, and these affect the managers leadership capacity to take administrative decisions for the development of the bank. Furthermore, it identified inability of the bank managers to supervise the staff job activities. This leadership challenge has 21.5% of the total respondents' perception, and contributes to staff low productivity, staff indiscipline, and the bank inefficiency. Other leadership challenges are inadequate skilled staff to implement managers' directives having 19.5% of the total respondent perception on the matter, and staff non -compliance to managers' directive having 15.9% of the respondent perception on the subject matter. Furthermore, the study observed that the above identified leadership challenges affect managers' leadership in the banks, and leads to staff inefficiency in the banks.

Conclusion

This study examined bank managers' leadership style and its effects on staff job performance in banks in Anambra State. It is found that different bank managers adopt different leadership style at different banks in the State, and each leadership style has effect on the staff job performance in the banks. On another hand, the managers face some leadership challenges in administering the banks, and such challenges affect both managers' administrative capacity, staff job performance, and achievement of efficiency in the banks. It is therefore the conclusion of the study that bank managers in Anambra State should adopt the study recommendations to enhance the

managers' leadership style and staff job performance in banks in the State.

Recommendations

The study made the following recommendations based on the findings:

1. The bank managers should adopt democratic leadership, people oriented leadership, and task – oriented leadership styles of administration in banks, as these leadership styles will enhance staff job performance and goal achievement in the banks.
2. The bank managers should avoid the use of autocratic leadership, transactional, and laissez faire leadership styles as they discourage staff motivation and efficiency in the banks.
3. The study noted that the bank managers leadership styles have significant effects on their staff job performance, and therefore recommends that bank managers should apply the adequate leadership styles to ensure positive effects on the staff performance in the banks.
4. The bank owners should recruit adequate number and calibre of staff for their banks to ensure optimum staff job performance.
5. The managers of various banks should adopt the findings of this study as a guide to their administrative activities in the banks.

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