

AFRICAN JOURNAL OF ORGANIZATIONAL PERSPECTIVES AND ECONOMY

AN INVESTIGATION OF THE EFFECT OF LEADERSHIP STYLE ON ORGANIZATION PERFORMANCE IN NIGERIA: A CASE STUDY OF GUARANTY TRUST (GT) BANK ABEOKUTA.

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Article history:

Received: 30 July 2021;

Received in revised form:

2 August 2021;

Accepted: 2 August 2021;

Abstract

This study examined Leadership style and Organizational performance in Nigeria (A case study of G.T. Bank plc. in Ogun state). It has been observed that the style of leadership utilized by the management of a firm affects the performance of the organisation. To this effect, this study looked at the different types of leadership style i.e. (autocratic, transformational, transactional, democratic leadership). The study employed primary data in which the collection of data was done via the use of questionnaire. The sample size employed for this study was 150. This study concluded that leadership style is a holistic concept that is of benefit to organizational performance starting from the management, employee, shareholders, creditors, customers and even down to the community at large. And this study recommends that top management in Organisations should continue their effort in considering leadership style as a priority for their organization in the future which involves the implementation of leadership style at all levels.

Introduction

The close link between organizational performance and Leadership makes it imperative for leadership to be flexible enough to adapt, evolve and co-develop in-line with organizational needs (Azogor et. al, 2017). Leadership is rooted in the characteristics that some set of individuals possess which has helped organizations to improve on their productivity, quality, customer service, employee retention, job performance and in the totality of organizational performance. Leadership

constitutes the most vital tool towards controlling the affairs of the employees about the operations and rudiment of how things should be properly done. According to Lawal, (1993) leadership is the process of influencing others to work willingly towards an organizational goal with confidence.

Leadership has been a topic of vital discussion, speculation and debate. Since the time of Plato, studies on leadership have examined leaders focusing on what leaders do in the physical world of human beings.

One principal factor which makes organizations to survive, grow and adapt to environmental challenges is leadership (Rossouw and Vuuren, 2013). The distinction between successful and unsuccessful organizations can be attributed to differences in the levels of intellectual development and effectiveness of leadership in each group (Goleman, 2000).

However, it is important for leadership to be a part of an organization to foster effectiveness and efficiency in order to meet their pre-determined goals and objectives. It is pertinent to say that, leadership is the starting point for organizational performance which entails authority and responsibility. In a real-life setting, people exhibit Leadership traits in a variety of ways. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself.

Leaders in particular are usually brave, decisive and more articulate than others. They are therefore seen as ambitious and achievement-oriented individuals. Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. Leadership is multidimensional in skill and orientation. Successful leaders need to understand people and organizations, tasks and processes, self and others.

Statement of the Problem

Organizations need strong leadership for optimal effectiveness since leadership is an antecedent to employee behaviour. The leadership styles determine the level of subordinate participation in decision making and the way an organization is run administratively. Organizations which are low in efficiency tend to have leaders who are highly bossy. Decision making is centred on them alone. Participation in decision making creates an individual's mental and emotional involvement in a group situation which encourages him or her to contribute to group goals and share responsibility for them.

According to Ben-Bernard Prince Uchenwangbe, (2013), one of the challenges confronting leadership style in organizations is the competence of the leaders so appointed. In most cases, some of their appointments lack merit. What becomes of such organization is having competent leaders who lack the abilities or capacities to use the appropriate leadership style to lead the members to attain set goals or objectives. Thus, what are usually found in some of these organizations are "round pegs in a square hole" rather than "round pegs in round holes". Once this situation arises, there will be utterances in the way such leaders behave or administers the organization and these will in-turn affect the goals of the organization. When a leader uses a wrong strategy to control and run the affairs of the subordinates in the organization, everything he does or put into actions, tend to bring in poor result or output, thereby leading to low job performance and dissatisfaction of their customers.

Research Hypotheses

For the purpose of this study, the following hypothesis were tested, they include:

Hypothesis one: There is no significant relationship between transformational Leadership and employee satisfaction in Nigeria.

Hypothesis two: Transactional leadership does not have any significant impact on job performance in Nigeria.

Hypothesis three: Autocratic Leadership does not significantly affect organizational effectiveness in Nigeria.

Hypothesis four: There is no significant relationship between democratic leadership and customer satisfaction in Nigeria.

Literature Review

Concept of Leadership

The topic of leadership has been of interest for many hundreds of years for scholars and many scientists have tried to make a definition of leadership. Leadership is a social phenomenon that is found everywhere. For human being myths and legends always became attractive about what differentiate great leaders' from followers (Hartog and Koopman, 2011). Leadership is considered as one of the main functions of management in achieving organizational goals and maximizing productivity. Indeed, achieving organizational goals is not possible or is very difficult without leadership.

Management or leadership style of any organization determines its culture and strategies. Leadership is equally very important to any organization that is looking forward to achieving their desired goals and objectives. Leadership has a vital role to play in determining the success or failure of the organization. Fry (2003) explains leadership

as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance.

Leadership style

According to Armstrong (2012), a leadership style is the approach used by managers to exercise their leadership function. It is said to be a particular behaviour applied by a leader to motivate his or her subordinates to achieve the objectives of the organization (Ng'ethe et al 2012). Leadership style plays an important role in the organizations of today. Leadership styles employed within organizations have very clear implications which cannot be ignored. According to Zhu et al. (2005), leadership remains a major driving force which can give organizational performance a positive turn.

Effective leadership can be regarded to be potent bedrock for organizational growth as well as a continued competitive edge necessary in the attainment of improved organizational performance. Leadership brings direction which serves as a guide in such a way that it will influence the behaviour of another individual, or group. Ngodo (2008) perceives leadership to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals.

Leadership styles have diverse effects on variables such as flexibility, standards, rewards, clarity and commitment and in some cases on organizational climates as the behaviour of the leader produce motivation mechanisms which have effect on the conduct of individual's performance in the organization, (Shamir, et al. 2006).

Thus, the essence of leadership is followership. Effective leadership is the extent to which a leader constantly and progressively leads and directs his or her followers, towards organizational performance.

Transformational Leadership

Transformational leaders promote intellectual development among its followers to ensure efficiency and productivity towards their set target. Transformational leadership has been chosen due to its innovative as well as productive and supportive nature (Bushra et al. 2011). Chu and Lai (2011) revealed that transformational leaders are those who brought change and innovation and cultivate staff in the organization.

Transformational leadership style focuses on the development of followers and their needs. Managers who practice transformation leadership focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail et al., 2009). This leadership style acts as a bridge between leaders and followers to develop clear understanding of followers' interests, values and motivational level. As a result, the followers achieve their goals in the organizational setting. Transformational leadership style suggests that an effective leader can generate and encourage an appropriate idea or image of the organizations.

One of the main element of this type of leadership is transformational at its core elevates both leaders and the followers (Thrash, 2009). Particularly, leaders who operate under this leadership must be aware about their environment surrounding, abilities of their employees, and to be

flexible in their leadership approach (Bledsoe, 2008).

Transactional Leadership

Transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003). Transactional leaders display both constructive and corrective behaviors. Constructive behavior entails contingent reward, and corrective dimension imbibes management by exception.

Contingent reward involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved. The clarification of goals and objectives and providing of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Bass, 1985). Active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance, and may include punishing followers for non-compliance with those standards.

This style of leadership implies close monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible when they occur. However, findings of the previous studies on transactional leadership show mixed results. In general, active leadership is found to be more effective than passive leadership. However, Howell and Avolio (1993) argued

that if the predominant style of the leader is to take corrective action, such behavior is expected to have a negative impact on followers' performance.

Autocratic Leadership

As they force their 'followers' to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Michael, 2010). Autocratic leaders make decisions according to their own choices and are not willing to accept advice from their subordinates.

These leaders set direction, goals and structure work. Leaders demonstrate all the procedures and methods to be accomplished by the group members. Group members are not usually allowed to contribute in significant matters and decisions because they are not considered trustworthy. Such leaders dominate interactions and are personally responsible for completing tasks (Euwema et al., 2007; Malos, 2012). These leaders remain aloof from group discussion but elucidate tasks for group members.

They have pessimistic and negative views regarding the performance of their subordinates. These leaders foster reliance, submissiveness and loss of individuality. However, these leaders are able to bring clarity in shorter period of time and efficient in motivating others to accomplish their work. It is appropriate style of leadership in case of emergencies (Northouse, 2011).

Democratic Leadership

The democratic leadership style is also known as the participative leadership style. The focus of this leadership style is on performance and people (Puni et al., 2014). Nwokocha and Iheriohanma (2015) on the other hand suggest that there is potential for poor decisions to be made by the subordinates as a result of the leader depending on the contributions made by the employees or subordinates. According to Puni et al (2014) decision making in a democratic system is not centralized and high performance is recognized and rewarded. The democratic leadership sounds good in theory but it is often bogged down in its slow decision-making process and the results which could seem workable would always require a lot of time and effort (Nwokocha and Iheriohanma, 2015).

Tannenbanum and Schmidt, (1958) describe democratic leadership as one where decision-making is decentralized and shared by subordinates. The potential for poor decision-making and weak execution is, however, significant here. The biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That is rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Organizational Performance

Organizational performance is one of the most important dependent variable of interests for researchers concerned with just about any area of management (Richard et al., 2008). According to Madrid et al. (2007) high performing firms are able to generate a variety of company and society benefits like

attracting resources, wealth creation and jobs generation. These authors also claimed that an accurate measure of performance can provide reliable insight into what affects performance and how firms can develop good strategies, arrange resources, meet consumer expectations and compete.

However, inappropriate measures of performance will mislead the results that lead to a poor competitive position (Madrid et al., 2007). Performance is the record of results achieved on a given action during a given period of time (Wang et al, 2011). Therefore, performance is identified through output, streamlined internal processes, profits, attitudes of workers, customer satisfaction among others (William 2002). Richard (2009) states three areas in the organization's outcomes that can be used in measuring its performance: performance (incomes, investment return), return to shareholders (return of the shareholders) and performance of the product in the market (annual turnover, market share), employee stewardship, customer satisfaction and CSR.

Leadership style and Organizational Performance

The success or failure of any organization is dependent on its leadership style and also the kind of leader that can carry everybody along. Such leader must have foresight about the future. The conception of organizational performance is founded on the impression that a firm is the intentional coming together of assets for the intention of achieving a common purpose (Richard, 2009). Effective leadership can be regarded to be potent bedrock for organizational growth as well as a continued competitive edge necessary in the

attainment of improved organizational performance.

Efficiency is the outcome of a successful leadership in an organization. For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Woods, 2010). Under certain circumstances, transactional style of leadership lead to a successful working of the organizations even though it does not give the followers as much right as transformational leadership does (Boseman, 2008) but it does give the follower a sense of identity and job satisfaction.

Theoretical Framework

The Situational Theory

A second main approach to the study of leadership by Stogdill(1948) emphasizes on the importance of the "situation" in determining who should become the leader of a group. The approach summarizes three main areas of need in working groups (i) the need to achieve a common task, (ii) the need to be held together as a working team and (iii) the need which each individual has by virtue of being human.

The group approach was of the opinion that leadership is vested in the function not in a person. That anyone who provides a hind which is accepted or effective in a group is the leader for that moment. This is because some group do have safety leaders, appointed or elected individuals who would come up with the necessary function if' no one else did so. Situational leadership theory is based on the ways people respond to working and being led in groups. Central to understanding situational leadership are the key concepts

of task behaviour, the amount of guidance and direction you provide; relationship behaviour, the amount of social and emotional support you provide; follower readiness, exhibited in followers performing a specific task or function or accomplishing a specific objective; and follower development, followers' maturity and ability to manage themselves in an organizational environment.

A key point is that the follower determines the leadership style; that is, the follower's behaviour should determine the leadership behaviour most appropriate for you to employ. Specifically, if a follower was an engaged self-starter and able to accomplish a task, you would choose to get out of the way and allow the follower to work independently. On the other hand, if a follower seems timid and uncertain about how to proceed or accomplish the task, you would step in and use task behaviour-instructions, training, and guidance (Yukl, 2006).

The Contingency Theory

Contingency approaches are positioned within management as mid-range theories between the two extreme views which state either that universal principles of organization and management exist or that each organization is unique and each situation must be analysed separately. The contingency approach entails identifying commonly recurring settings and observing how different structures, strategies and behavioural processes fair in each setting (Hambrick, 2003). The essential premise of the contingency approach is that effectiveness, broadly defined as

organizational adaptation and survival, can be achieved in more than one way.

For example, management theorists and researchers have recognized more than one way to organize effectively, more than one strategy that maximizes profitability and market position, and more than one leadership style that achieves organizational goals. Each way is not equally effective under all conditions; certain organizational actions or responses are more appropriate than others, depending on the situation. The contingency approach suggests, therefore, that we can observe wide variations in effectiveness, but that these variations are not random.

Materials and Methods

This study was carried out in G.T. Bank. in Abeokuta, Ogun State to assess the impact of leadership style on organizational performance. The study adopt Taro Yamane formulate to determine the 109 sampling size from the total 150 employees that work in the selected bank in Abeokuta. Questionnaire was employed to obtain data from the respondents, the questionnaire was divided into two different sections; Section A focuses on demographical characteristics of the respondents while Section B focuses on dimensions of leadership style and organizational performance. The reliability level of the questionnaire was tested with the help of Cronbach's Alpha with 0.843 which is greater than 0.7. this suggests that the questionnaire is reliable to achieve the aim of the study. Data retrieved from the respondent was tested with the help of SPSS.

Hypothesis 1: There is no significant relationship between transformational leadership and employee satisfaction

Table1: Model Summary of Transformational Leadership and Employee Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.079 ^a	.006	-.003	.39253

a. Predictors: (Constant), Transformational leadership

Table2:ANOVA^aof Transformational Leadership and Employee Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.104	1	.104	.677	.412 ^b
	Residual	16.486	107	.154		
	Total	16.591	108			

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Transformational leadership

Interpretation of results

The result from the model summary table revealed the extent to which the variance, employee satisfaction can be explained by transformational leadership is 0.6% (R Square = 0.006). The ANOVA table shows the Fcal 0.677 at 0.412 significant

level. This table shows that there is no significant relationship between transformational leadership and employee satisfaction in G.T.Bank. in Abeokuta, Ogun State.

Table3: Coefficients^aof Transformational Leadership and Employee Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.793	.484		7.831	.000
	Transformational leadership	.092	.111	.079	.823	.412

- Dependent Variable: Employee satisfaction
- Independent Variable: Transformational leadership

The coefficient table shows that the simple model that expresses how there is no significant relationship between transformational leadership and employee satisfaction in G.T. Bank in Abeokuta, Ogun State. From this table therefore, employee satisfaction is =3.793+0.092 transformational leadership. Therefore, a unit increase in transformational leadership will lead to 0.092 increases in employee satisfaction.

Decision

The above result implies that there is no significant relationship between transformational leadership and employee satisfaction in G.T.Bank in Abeokuta, Ogun State since our P value (0.412) is more than 0.05. Thus, the decision would be to accept null hypothesis (H₀) and reject alternative hypothesis (H₁), i.e. there is no significant relationship between transformational

leadership and employee satisfaction in G.T. Bank plc. in Abeokuta, Ogun State.

Hypothesis 2: Transactional leadership does not have any impact on job performance

Table 4: Model Summary of Transactional leadership and Job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 ^a	.299	.292	.32487

a. Predictors: (Constant), Transactional leadership

b. Dependent Variable: Job performance

Table 5: ANOVA^a of Transactional leadership and Job performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.812	1	4.812	45.592	.000 ^b
	Residual	11.293	107	.106		
	Total	16.104	108			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Transactional leadership

Interpretation of Results

The result from the model summary table revealed the extent to which the variance, job performance can be explained by transactional leadership is 29.9% (R Square = 0.299). The ANOVA table shows the

Fcal 45.592 at 0.000 significant level. This table shows that transactional leadership has an impact on job performance in G.T. Bank in Abeokuta, Ogun State.

Table 6: Coefficients^a of Transactional leadership and Job performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.435	.272		8.956	.000
	Transactional leadership	.432	.064	.547	6.752	.000

a. Dependent Variable: Job performance

b. Independent Variable: Transactional Leadership

The coefficient table shows that the simple model that expresses how Transactional leadership has an impact on job performance in G.T. Bank in Abeokuta, Ogun State. The model is shown from this table therefore, job performance is $=2.435+0.432$ transactional leadership.

Therefore, a unit increase in transactional leadership will lead to 0.432 increase on job performance.

Decision

The above result implies that transactional leadership has an impact on job performance among G.T. Bank plc. in

Abeokuta, Ogun State. i.e. Since our P value (0.000) is less than 0.05. Thus, the decision would be to reject null hypothesis (H_0) and accept alternative hypothesis (H_1), i.e.

transactional leadership has an impact on job performance in G.T.Banks plc. in Abeokuta, Ogun State.

Hypothesis 3: Autocratic leadership does not really affect organizational effectiveness

Table 7: Model Summary of Autocratic leadership and organizational effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413 ^a	.171	.163	.46906

- a. Predictors: (Constant), Autocratic leadership
- b. Dependent Variable: Organizational effectiveness

Table 8: ANOVA^a of Autocratic Leadership and Organizational Effectiveness

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.844	1	4.844	22.016	.000 ^b
	Residual	23.542	107	.220		
	Total	28.386	108			

- a. Dependent Variable: Organizational effectiveness
- b. Predictors: (Constant), Autocratic leadership

Interpretation of Results

The result from the model summary table revealed the extent to which the variance, organizational effectiveness can be explained by autocratic leadership is 17.1% (R Square = 0.171). The ANOVA table shows

the Fcal 22.016 at 0.000 significant level. This table shows autocratic leadership has a significant effect on organizational effectiveness in G.T.Bank. in Abeokuta, Ogun State.

Table 9: Coefficients^a of Autocratic Leadership and Organizational Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.142	.435		4.927	.000
	Autocratic leadership	.479	.102	.413	4.692	.000

- Dependent Variable: Organizational effectiveness
- Independent Variable: Autocratic leadership

The coefficient table shows that the simple model that expresses how autocratic leadership has a significant effect on

organizational effectiveness in G.T.Bank in Abeokuta, Ogun State.

From this table therefore, organizational effectiveness is $=2.142+0.479$ autocratic leadership. Therefore, a unit increase in autocratic Leadership will lead to 0.479 increase on organizational effectiveness.

Decision

The above result implies that autocratic leadership has a significant effect

on organizational effectiveness in G.T.Bank in Abeokuta, Ogun State. i.e. Since our P value (0.000) is less than 0.05. Thus, the decision would be to reject null hypothesis (H_0) and accept alternative hypothesis (H_1), i.e. autocratic leadership has a significant effect on organizational effectiveness in G.T.Bank in Abeokuta, Ogun State.

Hypothesis 4: There is no significant relationship between democratic leadership and customer satisfaction.

Table 10: Model Summary^b of Democratic Leadership and Customer Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.095 ^a	.009	.000	.51421

a. Predictors: (Constant), Democratic leadership

b. Dependent Variable: Customer satisfaction

Table 11:ANOVA^a of Democratic Leadership and Customer Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.256	1	.256	.966	.328 ^b
	Residual	28.292	107	.264		
	Total	28.548	108			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Democratic leadership

Interpretation of Results

The result from the model summary table revealed the extent to which the variance customer satisfaction, can be explained by democratic leadership is 0.9% (R Square = 0.009).The ANOVA table shows

the Fcal 0.966 at 0.328 significant level. This table shows that there is no significant relationship between democratic leadership and customer satisfaction in G.T.Bank plc. in Abeokuta, Ogun State.

Table 12:Coefficients^a of Democratic Leadership and Customer Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.732	.444		8.408	.000
	Democratic leadership	.105	.106	.095	.983	.328

a. Dependent Variable: Customer satisfaction

b. Independent Variable: Democratic Leadership

The coefficient table shows that the simple model that expresses how there is no significant relationship between democratic leadership and customer satisfaction in G.T.Bank plc in Abeokuta, Ogun State. From this table therefore, customer satisfaction is $=3.732+0.105$ democratic leadership. Therefore, a unit increase in democratic leadership will lead to 0.105 increases on customer satisfaction.

Decision

The above result implies that there is no significant relationship between democratic leadership and customer satisfaction in G.T.Bank in Abeokuta, Ogun State. i.e. Since our P value (0.328) is more than 0.05. Thus, the decision would be to accept null hypothesis (H_0) and reject alternative hypothesis (H_1), i.e. there is no significant relationship between democratic leadership and customer satisfaction in G.T.Bank. in Abeokuta, Ogun State.

Conclusion

Leadership style is a holistic concept that is of benefit to organizational performance starting from the management, employee, shareholders, creditors, customers and even down to the community at large.

This study focused on leadership style and organizational performance in G.T.Bank plc. in Abeokuta, Ogun State and made mention of some construct that facilitates organizational performance in G.T.Bank Abeokuta.. This study was able to identify transformational leadership, transactional leadership, autocratic leadership and democratic leadership as well as their effect on organizational performance in G.T.Bank Abeokuta. Transactional leadership had the strongest

impact on organizational performance followed by autocratic leadership. However, transformational leadership and democratic leadership slightly impact organizational performance among G.T. Bank plc. in Abeokuta, Ogun State.

Hence, it is vital to make good use of this techniques and basics effectively and efficiently with a view of achieving organizational performance in G.T.Bank. in Abeokuta, Ogun State. Successful implementation of an effective and an efficient leadership style needs to be arrived at to give a desired outcome.

Recommendation

Following the findings and conclusions, the study made the following recommendations:

- Top management in G.T. Bank plc. Should continue their effort in considering leadership style as a priority for their organization in the future which involves the implementation of leadership style at all levels.
- The set of leadership style to be adopted should be based on the nature of the organization. For instance, a service sector must take into consideration customer satisfaction, work force management (job performance), and employee satisfaction unlike a manufacturing firm that has to focus more on quality assurance, benchmarking and the likes.
- Democratic leadership (participative) attempt to unlock the creative potentials of its subordinates by involving them in decisions affecting their work lives. Since employees are the closest to organizations, taking part in organizational decisions

becomes important which means that organizations need to take it seriously as it has a positive effect on the stakeholders, employees and the organization as a whole.

- Transactional leadership is an important factor in adopting a leadership style. Organizations should give more attention regarding to the value of its implementation.
- The tool used for measuring leadership style and organizational performance is reliable and valid. The researcher suggests that G.T. Bank plc. in Abeokuta, Ogun State can adopt this model to enhance its leadership style. The researcher suggests other researchers to study leadership style from different viewpoints as stated in the suggestion for future studies.

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