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## RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL EFFECTIVENESS: A STUDY OF ZENITH BANK PLC

Emeka Emmanuel Ejike  
Zenith Bank Plc,  
Ogidi, Anambra State, Nigeria  
Email. [achievepm@yahoo.com](mailto:achievepm@yahoo.com); Phone: +2349027006787

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**ABSTRACT:** *This study examined relationship between leadership styles and organizational effectiveness. Participants (141 males and 59 females) were 200 Zenith Bank Plc employees, age-ranged 24-50 years, mean-age 32.3 and SD 6.13. Instruments were Multifactor Leadership Questionnaire and Organizational Effectiveness Scale. The study had correlational design and Pearson Product Moment Coefficient statistics. Findings showed that transformational leadership style significantly correlated with organizational effectiveness at  $r = .89^{**}$ ,  $p < .01$ ; transactional leadership style correlated significantly with organizational effectiveness at  $r = .55^{**}$ ,  $p < .01$ ; while laissez-faire leadership style correlated negatively but not significant with organizational effectiveness at  $r = -.01$ ,  $p > .01$ . By implication, leaders who adopt transformational and transactional leadership styles have effect on the effectiveness of the organization. Recommendations were for transformational and transactional leadership styles to be embraced by bankers.*

**KEYWORDS:** Leadership Styles, Organizational Effectiveness, Zenith Bank Plc

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### INTRODUCTION

Leadership is evolving and so is the nature of the human being. Leadership style consists of a leader's general personality, demeanour, and communication patterns in guiding others toward reaching organizational or personal goals. According to Bennis and Nanus (2015), many organizations are over managed and under led. The type of leadership style engaged by a leader goes a long way to affect the effectiveness of the organization. It is fundamental that an organization places uninhibited emphasis on the appropriate leadership style to enhance employee performance and drive organizational effectiveness (Makambe & Moeng, 2019). In this light, there is need to understand various leadership styles in organization that produces effectiveness. Particularly in banks in Nigeria (Zenith Bank Plc).

Leadership is challenging. Most professionals are neither fully conscious of their particular leadership style nor know how they might develop their leadership patterns to become more effective leader. Al Khajeh (2018) opined that the leadership phenomenon is fundamental in providing employees with direction and psychological gratification to acquire the best out of them. It is vital that an organization places unbridled focus on its leadership because it is the leaders' decisions that may decide the difference between the success and failure of an organization.

### Statement of Problem

It is generally believed that organizational effectiveness which is associated with the employees' performance emanates from the actions of an effective leader which stimulate the desires of subordinates, translating to enhanced performance (Khan & Adhan, 2014; Kurn & Walker, 2017). It has been observed that in time past, some banks collapsed as a result of bad leadership. The researcher is of the view that good leadership in organizations can lead to organizational effectiveness especially in banks. This presumption is therefore curiously investigated by the present study.

The banking industry has been observed to be experiencing high employee turnover due to job dissatisfaction and work overload according to Ojokuku et al. (2012). In order to ameliorate the situation, there is need for banks to establish effective leadership through apt leadership styles. On the other hand, the adoption of different leadership styles in some banks has generated problems between managers and subordinates, and in some cases, loss of motivation.

Some managers were opposed to the use of certain leadership styles because it was believed that they eroded their power while there was lack of receptivity of some leadership styles by some employees due to lack of understanding of the effects of these styles on

employee performance as stated by Makambe and Moeng (2020). There are limited studies on the relationship between leadership style and employee effectiveness in banking sector especially Zenith bank plc. It is in the light of this observation that this study was motivated to expand the body of knowledge on the nexus between leadership style and employee effectiveness in the banking industry especially Zenith bank.

### **Purpose of Study**

#### **The objectives of the study were to:**

1. Determine the extent of the relationship between transformational leadership styles and organizational effectiveness.
2. Examine the degree of relationship between transactional leadership styles and organizational effectiveness.
3. Investigate the nature of relationship between laissez-faire leadership styles and organizational effectiveness.

### **Research Question**

1. To what extent will there be relationship between transformational leadership styles and organizational effectiveness?
2. To what degree will there be relationship between transactional leadership styles and organizational effectiveness?
3. What is the nature of relationship between laissez-faire leadership styles and organizational effectiveness?

### **Significance of the Study**

1. The findings of the study will be beneficial to bankers in gaining competitive advantage.
2. Again, the findings of the study will be beneficial in general organizational management. The applications of the finding will help a lot to improve banking and organizational performance.

### **Operational Definition of Terms**

1. Leadership style: This is the strategy adopted by a person in a leadership position, as measured with the Multifactor leadership questionnaire MLQ-5x by Avolio and Buss (1990).
2. Organizational effectiveness: It is the overall performance of an organization

targeted toward achieving the organizational goals, as measured with the Organizational Effectiveness Scale by Nwanzu and Uhiara (2018).

## **LITERATURE REVIEW**

### **Theoretical Review on Leadership**

**Contingency theory:** Contingency theory centers on adapting situational variables to better fit into a leader's style. Contingency theorists agree that leadership theories must take into consideration the situation in which leaders operate. For instance, Fred Fiedler's contingency model assumes that a leader's preferred style is effectively set and suggests adapting situational elements to achieve better outcomes. Tested through a variety of field research, the model's basic principle according to Mitchell, Biglan, Oncken & Fiedler (1970, 253-267) is that the performance of interacting groups is contingent upon the interaction of leadership styles and the favorability of the situation for the leader.

According to Fiedler (1964, 149-190) who proposed contingency theory, a person would be appropriate for certain situations that a group might find itself in. For every demanding scenario, the group would go and inquire a leader to fit. The main limitation in this theory is that people possess certain personality aspects and there are different situations. Sarros & Butchatsky (2006) reported that a person does not necessarily become productive later because he had leadership qualities (Belmejdoub 2015, 1-29). They linked the fact to certain circumstances; some people with leadership qualities may never be given the right circumstances, so they think life is rather a case of luck.

Another concern with this approach is that the situation and people will acclimatize, and people are not necessarily a rigid personality nor is the situation itself rigid and unchanging, which makes it opened to psychological inquiry. So, once the theory has been widely applied in practice, there seem to be the idea in veracity, that people do adapt to the situations they find themselves in.



Figure 1: Collaborative Leadership Model (Adapted from Sawyer, 2007, p. 88)

The figure above showed leadership as a motivator of relationship which fosters safety, trust, and commitment, among leaders and their subordinates who are partners leading to substantive or transforming change that reflects their mutual purpose, shared vision, and common goals. The need for partnership is believed to be a result of complexity in today's organization.

The CLM is appropriately suited for the 21st century because it is premised on trust which nurtures the establishment of an interlocking network of relationships among people who are labouring to generate a movement leading to organizational transformation. Elements included in CLM which dictates particularly the transformational and participative leadership styles include the collective vision and common goals, fostering trust and commitment to the organization, partnership between leaders and subordinates, mutual purpose, bringing about organizational transformation, and formation of interlocking network of relationship.

### Types of Leadership Styles

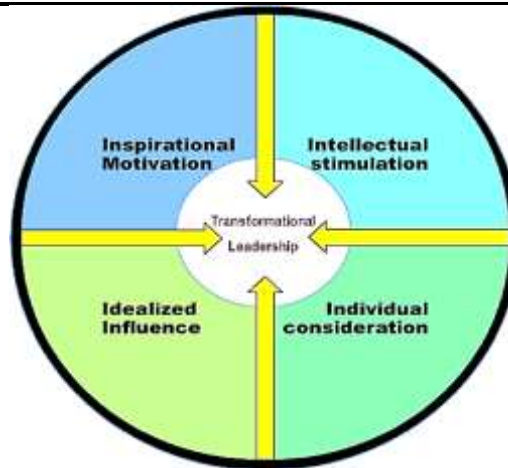
#### Transformational Leadership Style -

This leadership style came into existence by the works of Burns (1978) and Bass (1990). Transformational leadership style focuses on developing the followers and considering their needs. Transformational leaders focus more on developing the total value system of the employees – development of skills, motivation level and moralities (Ebrahim 2018, 1-8). In transformational leadership, the subordinates believe, have confidence and give absolute respect and loyalty to the leader. Moreover, they are motivated to do more than what was initially expected to do (Obiwuru et al. 2011, 100-111 (Bass 1985).

**Conceptual model:** This study is anchored on the Collaborative Leadership Model (CLM) shown in Figure 1 below.

The transformational leader then motivates the subordinates by making them initially aware of the significance of task outcomes, impelling them to transcend their own self-interest for the sake of the organization and activating their higher-order needs. Transformational leaders seem to be more effective and productive because of their charisma, in terms of motivating the employees and they may meet the emotional need of the employees or they may arouse the employees intellectually (Bass & Avolio 1994). Transformational leadership encompasses four different behaviors according to Barling, Christie, and Hopton [2]. They include the following:

- a. Idealized influence- this entails a situation where the leader chooses to do what is ethical or what is best for the organization rather than what is convenient. It includes behavior such as providing a vision for the future and creating a collective sense of mission;
- b. Inspirational motivation - they are leaders who motivates their workers to achieve more by setting high but realistic standards and inspiring members to prevail psychological setbacks and external hindrance.
- c. Intellectual Stimulation- this is a situation whereby a leader encourages followers to think for themselves, question their own assumptions, re-frame challenges and approach matters in innovative ways.
- d. Individualized consideration- this involves leaders who pay special attention to followers' personal need for achievement and development and act as mentors.



**Figure 2: Transformational leadership model (Adapted from Renjith, Renu and George (2015))**

### **Transactional Leadership**

Transactional leadership as its name implies, views leadership as based on transactions between leader and followers. The leader sees human relations as a series of transactions. Thus rewards, punishments, reciprocity, exchanges (economic, emotional, and physical) and other such "transactions" are the basis of leadership. As Bass (1990) puts it, transactional leadership connotes "I lead this organization by paying you and telling you what you need to do; you respond by doing what you need to do efficiently and well, and the organization will prosper". This style of leadership starts with the idea that team members agree to obey their leader completely when they accept a job.

Transaction means that usually the organization pays the team members in return for their hard effort and compliance. If they do not work as stated in the agreement, they might be "punished" by the leader. In this style, rules are very clear and reward system is introduced for the hardest working subordinates. Moreover, punishments are also possible and formal systems of discipline are quite common. The leader can give an opportunity for his team members to have an impact on their income. This usually happens when they work harder which cause greater productivity. Alternatively, a transactional leader could practice "management by exception" – rather than rewarding better work. In fact, transactional leadership is rather a type of management than an actual leadership style. It focuses basically on short-term task and is not suitable for a creative work. Transactional leadership style as opined by Burns (1978) indicates that transactional leaders are those who sought to motivate followers by appealing to their self-

interests. They motivate subordinate to achieve expected level of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level.

Past researchers have studied on transactional leadership as the core component of effective leadership behaviour in organizations prior to the introduction of transformational leadership theory (Bass, 1985; Burns, 1978; House, 1977). Exchange relationship is the key element reflected by the transactional leadership. Transactional leaders demand their subordinates to agree with tasks or actions if the subordinates hope for rewards and resources or avoidance of punitive action (Burns, 1978; Podsakoff, MacKenzie, Moorman & Fetter, 1990). This dyadic exchange process of leadership style has been linked with contingent reward and punishment behaviour and termed as transactional leader behaviour by Bryman (2008). Research on transactional leadership indicates that there are three dimensions underlying the transactional leadership construct (Bass & Avolio, 1997; Bass & Steidlmeier, 1998; Tepper & Percy, 1994).

1. Contingent rewards or reinforcement: The leader uses rewards, promises and praise to motivate followers to achieve performance levels contracted by both parties.
2. Active management-by-exception: The leader monitors followers' performance, taking corrective action in anticipation of problems or when irregularities occur.
3. Passive management-by exception: The leader waits passively for mistakes to occur, or for things not to go as planned, before

taking corrective action with negative feedback or reprimand.

Summarily, Transactional leadership style as opined by Burns (1978) emphasizes that transactional leaders are those who sought to motivate followers by appealing to their self-interests. They motivate subordinate to achieve expected level of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level.

#### **Autocratic Leadership Style -**

Leaders make decisions without consulting with others. The autocratic leadership style is also known as authoritative leadership style. According to Mgbeze (2014), while some input is sought from subordinates, the leaders seem to have the final say. This type of leader accomplishes ends through imparting a clear, compelling vision, sees to it that the vision is built into strategic planning, and guides actions throughout the organization. The authoritarian gives directions, monitors progress closely and declares to subordinates the position they wish them to adopt by elucidating why certain things are expected, done or required and how individual actions adapt into the larger picture

#### **Democratic/Participatory**

**Leadership Style -** These leaders involve the people or the representatives of people in the decision making. In democratic style of leadership, subordinates are involved in the decision-making process, and decisions result from a group consensus. There are frequently scheduled meetings, and subordinates are listened to by the leader. This leadership style aspires to nurture responsibility, flexibility and high morale. There is a tendency for staff to be more realistic about what is and is not possible, because they are involved in the decision-making process, as well as planning (Aghahowa, 2021).

The democratic leadership is also widely known to motivate the employees to perform better, as their views and opinions are valued and it gives them room for participation in crucial meetings, and are also carried along in the decision-making process. Rukmani, Ramesh & Jayakrishnan (2010, 365-370) hinted that a major problem with democratic leadership is the assumption that everyone involved has an equal stake in decision-making, with a shared level of expertise. A major advantage of the democratic style of leadership

is that it prepares future leaders and helps the organization in the long run (Aghahowa, 2021).

Conversely, democratic leadership style can lead to waste of time and low productivity in organizations with poor cultural orientations and cultural values. This leadership style may not also be suitable for business enterprises though the most advocated for in the last decades (Makambe & Moeng, 2020).

#### **Laissez-Faire Leadership Style -**

These leaders minimize their involvement in decision making giving all the right and power to make decisions and to perform their duties. Here, the leader provides all the necessary resources for staff to perform their functions. Employees have the freedom and liberty to take decisions that will inure to the benefit of the organization without unnecessary interference from the leader. Laissez-faire leadership style works best when: the organizational culture in an organization promotes employee commitment and loyalty, employees are highly skilled and experienced, employees are specialist in their domain of work and when the leader has put in place monitoring mechanisms to track the performance of each employee in the organization. However, this style should not be used if the leader does not have the capacity to monitor the work of his employees.

#### **Empirical Review**

Beakana (2017) investigated the effects of leadership styles on organizational performance in Ahantaman Rural Bank from 2013 to 2016. The study also sought to investigate any relationships between leadership styles and overall performance of the Bank. The main objective of the study was to investigate what type (s) of leadership style (s) led to improved organizational performance in the Bank. The specific objectives of the study were to investigate the relationship between leadership styles and organizational performance and the type of leadership style (s) that lead to improved organizational performance. The study adopted a total population sampling approach to data collection.

Among the leadership styles investigated, transformational leadership style obtained the highest raw score of 350 representing 22 percent of the total population investigated. Transactional, democratic, autocratic and laissez-faire leadership styles followed in that order. Thus, it was found that

the most dominant and preferred leadership style in the Bank was transformational leadership style. This leadership style led to improved and consistent performance of the Bank. The study concluded that there was a direct relationship between leadership styles and performance of the Bank.

According to Ukaidi (2016, 25-34), leadership style and systemic behavior shifted away from the characteristics of the leader to the style the leader adopted. According to Rowe (2001, 81-94), records from the style approach recommend that leaders who are devoted to democratic or participatory leadership style seem more successful, compared to managers that adopt autocratic or laissez-faire leadership style of management.

Neha Gupta (2014) identified that transactional leadership style was more appropriate in inducing performance in Brick Kilns than transformational leadership style and, therefore, recommended transactional leadership style for the Brick Kilns with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured. This implies that smaller organizations are more likely to adopt transactional leadership style than bigger organizations. This finding is consistent with that of Obiwuru, et al. (2011) who investigated small scale enterprises in Nigeria. They found that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. Some other studies carried out by researchers have deviated from this conclusion.

Koehn and Namusonge (2012) in their study of the same topic in state corporations in Kenya found high (0.518 to 0.696,  $P < .05$ ) correlations between the transformational leadership factors and organizational performance ratings, whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375,  $P < .05$ ). By this, Koehn and Namusonge's findings is consistent with the intuition behind leadership styles in small scale enterprises and much larger organizations, as they explained in their conclusion. As organizations grow, leadership dynamics also change in response to organizational demands and vice-versa.

Complementing Rowe (2001, 81-94), Yukl (2012) opined that participatory

leadership is the best style of leadership in managing an organizational system of any type, and maintained that people react favorably to it in organizations by increased productivity, lower unit cost, good morale and improved labor management relation. However, Yukl (2012) hinted that the worst style of leadership is autocratic or authoritative leadership style which gives rise to high labor management conflicts.

## **HYPOTHESES**

1. There will be a significant relationship between transformational leadership styles and organizational effectiveness.
2. There will be a significant relationship between transactional leadership styles and organizational effectiveness.
3. There will be a significant relationship between laissez-faire leadership styles and organizational effectiveness.

## **METHOD**

**Participants:** Participants of the study comprised of 200 Zenith bank employees selected from the major cities in the three senatorial zones of Anambra State. A total of 141 were males while 59 were females with age range of 24 to 50 years and mean age of 32.3 with standard deviation of 6.13. The simple random sampling technique was used to select the respondents which afforded all elements of the population an equal opportunity to participate in the study thus eliminating sampling bias.

**Instruments:** The study made use of two research instruments for data collection namely Multifactor leadership questionnaire MLQ-5x developed by Avolio and Buss (1990) and Model based Organizational Effectiveness Scale by Nwanzu and Uhiara (2018).

**Multifactor Leadership Questionnaire MLQ-5x** - This instrument was developed by Avolio and Buss (1997). This is an instrument that measures mainly transformational and transactional leadership styles and has been adapted in Nigeria by Ugwuanyi et. al (2020). The MLQ (Form-5X) is a nine-factor model conceptually distinct leadership factors and three leadership outcomes. Five scales were identified as characterizing transformational leadership (idealized influence attributed, idealized influence behaviour, inspirational motivation,

individual consideration, and intellectual stimulation).

Three scales were defined as characterizing transactional leadership (contingent reward, management-by-exception active, and management-by-exception passive). One scale was described as non-leadership (*laissez-faire*). All the scales have four items each. All items of the MLQ (Form-5X) used a five-point Likert response scale. Ugwuanyi et.al (2020) obtained a Cronbach alpha of .82 for the whole instrument. Nweke, Dike-Aghanya and Okpara (2019) established a validity of  $r=.67$  but the researcher obtained a Cronbach alpha of .70 for this present study.

**Model-based Organizational Effectiveness Scale** - Model-based organizational effectiveness scale is a 40-item self-reported scale developed by Nwanzu and Uhiara (2018) which measures organizational effectiveness as the sum total of the utility of inputs and output mechanism of an organization which define organizational the overall organizational impacts on their environment. Participants respond to each item on a scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample items include: “*needed manpower is always acquired*”, “*employees’ attitude to work is always encouraging*”, and “*returns on investments is always adequate*” and “*high degree of cohesion among members*”. The items on the table were arranged in the following order of subscales. Goal Attainment Model, 1, 5, 9, 13, 17, 21, 25, 29, 33, 37; System Resources Model, 2, 6, 10, 14, 18, 22, 26, 30, 34, 38; Internal Processes Model, 3, 7, 11, 15, 19, 23, 27, 31, 35, 38, and Stakeholder Model, 4, 8, 12, 16, 20, 24, 28, 32, 36, 40.

Tests of psychometric properties (reliability and validity) were conducted on the 40 items. Test - retest reliability coefficient of the entire scale was .73. For the subscales, the obtained reliability coefficients were: goal attainment model, .66; system resources model. 45; internal processes model .58 and stakeholder model, .64. Alternate-form reliability was determined by correlating the 40 items with Anantharaman and Chacko’s (2008) 40- items OE scale. The

obtained reliability coefficient of the entire scale was .94. For the subscales, the obtained reliability coefficients were: goal attainment model, .78; system resources model, .80; internal processes model .62 and stakeholder model, .67. For split-half reliability, the correlation between forms yielded .78 Spearman-Brown coefficient, .88; Guttman Split-Half Coefficient .86. Cronbach’s Alpha of .96 was observed.

**Procedure:** The researcher with a letter of introduction from the Head of Department of Psychology, Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, visited the banks for data collection and sought the consent of the management of the banks to conduct the research. The head of operations in the banks gave the approval to conduct the study and for the distributions of the questionnaire to the bank workers. The questionnaires were administered to only volunteered participants who filled consent form to participate in the study.

The questionnaires were however collected back during work hours. The participants were not given any time limit because of their usual tight schedules. However, the respondents responded to the questionnaires and returned to their operation managers within a space of 48 hours. Respondents were asked to answer the questionnaire by rating the frequency with which their immediate supervisor or others considered as their leader display the behaviour listed in the items of the questionnaire. They were ensured of the confidentiality of their responses and requested to be honest in rating the questionnaire. There was no reward given to the participants for participating in the study. All the participants volunteered to participate in the study. The participants were administered the questionnaire with the help of research assistants.

**Design and Statistics:** The study adopted a correlation design bearing in mind that the study is seeking for relationship among the variables. Being a correlation study, Pearson Product Moment Correlation Coefficient statistical tool was adopted as a statistical tool to test the hypotheses.

## RESULT

**Table 1. Table 1: Descriptive Statistics and Zero-Order Correlations of the Study variables**

		1	2	3	4
1	Organizational effectiveness	1			
2	Transformational	.89**	1		
3	Transactional	.55**	.68**	1	
4	Laissez-Faire	-.01	.01	-.01	1

\*\* Correlation was significant at the 0.01 level

Results showed that transformational leadership style correlated with organizational effectiveness at  $r = .89^{**}$ ,  $p < .01$ , transactional leadership style correlated significantly with organizational effectiveness at  $r = .55^{**}$ ,  $p < .01$ , while laissez-faire leadership style correlated negatively but not significant with organizational effectiveness at  $r = -.01$ ,  $p > .01$ .

### DISCUSSION

The study examined the relationship between leadership styles and organizational effectiveness among Zenith bank workers in Anambra State. Hypothesis one which stated that there will be a significant relationship between transformational leadership style and organizational effectiveness was confirmed. The result is consistent with previous findings, Obi (2011), Rachele, et al (2013) and Beakana (2017). Leaders who adopt transformational style have significant effect on organizational effectiveness. The implication of this is that employees often feel free, valued and appreciated when the leader is not harsh; a leader that is not harsh would be more democratic and would allow for employees' participation in decision making process in the organization. As a result, employees will be encouraged to come to work and work efficiently without delay or unnecessary excuses.

A leader that adopts this transformational approach will effectively reduce employees' intentional and habitual absence from duty because transformational leaders are better equipped to handle absenteeism and other challenges. This implies that when leaders delegate power and responsibilities to subordinates, it inversely helps the subordinates to find their passion. Achieving subordinates' motivation can be done by linking their needs satisfaction to efficient performance. It can also be achieved by complementing the subordinates work environment through substantial coaching, direction, and rewards for their efficient

performance; a goal that can be achieved by transformational leadership in organization. This study therefore reports that transforming leadership entails both leaders and followers raising each other's motivation and sense of purpose.

The second hypothesis which stated that there will be a significant relationship between transactional leadership styles and organizational effectiveness was also confirmed. This is consistent with previous findings Obiwuru, et al. (2011), Neha Gupta (2014) and Longe (2014). This type of leadership style helps in creating, as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible re- wards. This leadership style majorly results in creating an environment that is optimal for performance, and also articulates the convincing vision that enhances the overall organizational performance.

Conversely, Sofi and Devanadhen (2015, 31-45), in their study discovered that transactional leadership does not have a direct impact on the performance of the organization. They concluded that transactional leadership style does not encourage creativity and innovation among the employees and hence, employees do not perform as per the expectations of the organization. This result can be explained using Maslow theory because ones an individual's need is met, the person will be intrinsically and extrinsically motivated to work efficiently.

The third hypothesis which stated that there will a significant relationship between laissez-faire leadership style and organizational effectiveness was rejected. This style of leadership is seen as no leadership at all. This is in line with the study by Lumumba, Simatwa, and Jane (2021). The study sample was 225 tutors and the 9 principals. Leadership styles were measured using the adapted version of the Multi-factor Leadership Style Questionnaire. The study



found that both laissez faire and autocratic leadership styles were less exhibited by principals of PTTCs in Lake Victoria Region of Kenya. Laissez faire leadership style was least exhibited.

The study also revealed that both laissez faire and autocratic leadership styles negatively influenced the organizational performance of PTTCs. In a banking industry, it has been observed that when bankers are not monitored or rewarded for performing well, none is expected to work and this affects the effectiveness of the firm as well. Bankers need to be rewarded and appraised and when it is not done there are no motivations to do more and this affects the productivity of the bankers thereby affecting the effectiveness of the bank.

### Conclusion

Transformational and transactional leadership styles have been proven to increase organizational effectiveness especially among bankers in this present study and hence, should be encouraged for increased productivity while laissez-faire leadership style should be discouraged because it is seen as no leadership at all which tends to reduce efficiency and productivity of any organization.

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