



**UNIVERSITI PUTRA MALAYSIA**

***RELATIONSHIP BETWEEN LEADERSHIP STYLES OF MANAGERS AND  
EMPLOYEE'S PERCEIVED JOB PERFORMANCE IN A BANK IN  
NIGERIA***

**OLORUNDARE AGBANA AISHAT**

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EMPLOYEE'S PERCEIVED JOB PERFORMANCE IN A BANK IN  
NIGERIA**

By

**OLORUNDARE AGBANA AISHAT**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in  
Fulfilment of the Requirements for the Degree of Master of Science**

**October 2016**

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## **DEDICATION**

I dedicate this thesis to my lovable husband, my parent and my children,



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science.

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EMPLOYEE'S PERCEIVED JOB PERFORMANCE IN A BANK IN  
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**OLORUNDARE AGBANA AISHAT**

**October 2016**

**Chairman : Professor Abu Daud B Silong, PhD**

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This study sets to investigate the relationship between leadership style of managers and employee's perceived job performance in a selected bank in Nigeria, it is the aim of this study to investigate the relationship between the selected independent variables, leadership styles (transformational, transactional, laissez-faire) and perceived job performance as the dependent variables, the objectives are to determine the level of employee's perceived job performance, determine the common leadership style that is commonly used by the bank managers, determine the relationship between leadership styles and employee perceived job performance and finally determined the predictor variable (leadership styles) on job performance.. The study used survey design to collect data from one hundred and fifty five Employee's in Zenith bank plc. Nigeria. The research utilized simple random sampling techniques; in which the populations of the study were given equal chance of being selected. The sample size was determined by G.power version 3.1. Data were collected using questionnaire that required respondent to rate their level of job performance as well as their "managers" leadership styles using five point scale likert type.

The findings showed that perceived job performance is high and also the descriptive statistics revealed that the most commonly used leadership styles among the managers of Zenith Banks Plc. Nigeria is transactional leadership styles, with the highest mean of 4.18.. The result obtained from the Pearson correlational analyses revealed that there is a strong significant positive relationship between leadership styles of managers and employee perceived job performance in Zenith Bank Plc. Nigeria. The result of the multiple regression analysis at 0.01 levels of significant showed that transactional leadership style is the most predictors of job performance. It explains 44% of the variance in employee perceived job performance. The present study contributes useful information for bank managers and researchers in the field of human resource development.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

**HUBUNGAN ANTARA STAIL KEPIMPINAN PENGURUS DAN  
TANGGAPAN PRESTASI PEKERJAAN PEKERJA DI BANK  
DI NIGERIA**

Oleh

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Kajian ini bertujuan untuk meneliti hubungan antara stail kepimpinan pengurus dan tanggapan pekerja tentang prestasi pekerjaan di bank terpilih di Nigeria. Tujuan kajian ini juga adalah untuk menyelidiki hubungan antara pemboleh ubah tak bersandar terpilih, iaitu stail kepimpinan (transformasional, transaksional, laissez-faire) dan tanggapan prestasi pekerjaan. Objektif kajian ini adalah untuk menentukan tahap tanggapan prestasi pekerjaan pekerja, menentukan stail kepimpinan biasa yang digunakan oleh pengurus bank, menentukan hubungan antara stail kepimpinan dan tanggapan prestasi pekerjaan pekerja dan tujuan terakhir adalah untuk menentukan pemboleh ubah prediktor ( stail kepimpinan ) terhadap prestasi pekerjaan. Kajian ini menggunakan reka bentuk survei bagi mengumpul data dari seratus lima puluh lima pekerja di Bank Zenith plc. Nigeria. Kajian ini menggunakan teknik kebarangkalian Gugusan, iaitu, populasi kajian diberikan peluang yang sama untuk dapat dipilih. Saiz sampel ditentukan oleh Versi 3.1 kuasa G. Data telah dikumpul menggunakan soal selidik yang memerlukan responden untuk menilai tahap prestasi pekerjaan mereka di samping juga menilai stail kepimpinan pengurus mereka menggunakan jenis skala lima peringkat Likert.

Dapatan kajian menunjukkan bahawa tanggapan prestasi pekerjaan adalah tinggi dan juga statistik deskriptif menjelaskan bahawa stail kepimpinan yang biasa digunakan dalam kalangan pengurus Bank Zenith Plc. Nigera ialah stail kepimpinan transaksional, dengan min tertinggi, iaitu 4.18. Hasil kajian yang diperoleh dari analisis korelasi Pearson juga menunjukkan bahawa terdapat hubungan positif yang secara signifikannya kuat antara stail kepimpinan pengurus dan tanggapan prestasi pekerjaan pekerja di Bank Zenith Plc. Nigeria. Dapatan dari analisis regresi pelbagai pada tahap signifikan 0.01 juga menunjukkan bahawa stail kepimpinan transformasional merupakan prediktor utama bagi prestasi pekerjaan. Dapatan ini memperlihatkan bahawa 44% varians dalam tanggapan prestasi pekerjaan pekerja. Kajian ini dapat memberikan maklumat yang penting bagi pengurus bank dan penyelidik dalam bidang pembangunan sumber manusia.

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GOD MADE IT POSSIBLE

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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## LIST OF ABBREVIATIONS

Df	degree of freedom
HRM	Human Resource Management
HRD	Human Resource Development
M	Mean
N	Number
s-ed	Standardized
Un-ed	Unstandardized
MLQ	Multifactor leadership Questionnaire

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

This chapter of the research focused on the introduction to the thesis which includes sections such as the background information about banking system in Nigeria, the background reform in banking industry in Nigeria, statement problem, research objectives, research hypotheses, scope of the study, limitation of the study, significance of the study and operational definition. This sections provides the starting point to the research that intend to relate the relationship between leadership style of managers and employee perceived job performance in selected bank in Nigeria.

Banking systems are as old as human history and most important industry in the economy (Sylla, 2010). The development of banking industry started around 16th - 17th century specifically in 1784 in America and 1892 to 1894 in Nigeria. Importantly, the breakthroughs in telecommunications and information technology in 20th century led to massive increase in size and geographical spread of banking industry worldwide (Goodhart, 2008). However, in the year 2007-2008, financial crises occurred globally as a result of collapse of the economic ideology of free market forces in housing estate in America (Ashamu and Abiola, 2012) which had dire consequences for world economy and banking industry specifically.

Therefore, more than ever before, perceptions of the roles on employees must be uppermost in bank management plans and every efforts must be put in place in taking actions towards providing their needs and increasing job performance and organizational commitment for survival under changing environmental conditions. This notion was supported by Wang and Wong (2011), that increasing of employees' job satisfaction and organizational commitment is likely to enhance employees' tendency to show extra-role behaviours. That under such conditions employees won't withhold any attempt for the organization's success by performing activities surplus to their formal roles.

According to Obisi (2013), the banking industries and other institutions both private and government failed in Nigeria because their leaders failed to lead at the time they were boldly needed. Leadership collaborated with followership to ruin these companies. The effectiveness of the leaders is typically considered in terms of the degree of accomplishment of one or a combination of goals. Individuals may view their leader as effective or ineffective in terms of the satisfaction derived from the total work experience. There is no doubt that leadership plays an important role in most organizations. It is the function of leaders to induce or persuade all the subordinates to contribute willingly to organizational goals, in accordance with their maximum capacity.

Leadership plays a central part in understanding group behaviours, for it is the leaders who usually provide the direction towards goal attainment. Therefore, a more accurate predictive capacity should be valuable in improving group performance in organizational development. The will to do is triggered by leadership, and lukewarm desires for achievement are transferred into a burning passion for successful accomplishment by the skilful use of leadership. Without leadership, organization would be comprised of uncoordinated groups of people lacking unity and direction.

There is no doubt saying that the success of every organization in both its organizational management and business operations depends generally on the nature of its labor force; and the proper ability to lead this labor force towards attainment of the organization's goal (Von Krogh et al., 2012). From the forgoing, the labor force of an organization is seen as the foundation upon which every organization stems and operations are built (DeRue & Ashford, 2010); and the strength upon which an organization lies and relies. For this reason, it is important for every leader to engage the right leadership style to provide everything necessary to make or keep employees satisfied in their job performance and to administer the organization towards achieving its operational goals (Hasbullah, 2008). The impact of leadership style in an organization cannot be overemphasized; Leadership styles enables an organization to translate its potential for good performance into efficiency (Walumbwa, Avolio, & Aryee, 2011).

## **1.2 Banking system in Nigeria**

Banks are key players in the financial sector of any nation's economy and sound macroeconomic management must ensure the financial health of banks in order to guarantee economic stability and economic growth.

Nigerian banking industry operations changed since 2005 due to regulatory induced consolidation via mergers and acquisitions. The banking sector reform coupled with the global trend in Merger and Acquisitions provided a compelling reason for major structural changes in the financial system that resulted in the emergence of 21 stronger and more focused banks from the previous 89.

Researchers had shown that the resultant effects of reforms in Nigerian banking industry include: retrenchment, demotion, salary reductions, redeployments and culture conflicts, loss of Jobs commitments, redundancy, treating human capital as cost, imbalance pay setting (ILO, 2001; Alaranta and Viljanen, 2003; Ernest, 2013; Olaniyi et al., 2013). Presently, most banking industries in Nigeria are trying in every possible ways, to increase their profitability through satisfying the needs of their consumers. The Nigerian banking sector has had to contend with new demands to achieve greater efficiency and responsiveness to the needs of the Nigerian economy.

The banking industry plays the role of a financial supplier to enterprises in the entire economy, and the financial support for the growth and sustenance of the enterprise



economy (Meh & Moran, 2010). The banking industry is interdependent on the economy, that is they influence one another, therefore, whenever changes occur in political or economic environment, the industry is bound to get affected to some extent (Vázquez & Richardson, 2012). Especially during an economic recession, the banking system, would withstand much higher risk on business operation than any other financial sector. On this note, the importance of the banking industry cannot be over emphasized. The bank is regarded as the heartbeat in the financial sector of every economy. It comprises the banking, insurance, home loan, and capital business sector sub sectors (Demirguc-Kunt, Feyen, & Levine, 2012).

The resultant transformations after reforms have been most challenging to the employees and management alike (ILO, 2001). For bank management, the challenges they are confronted with include employee's remuneration, staff harmonization, placement and job security in the banks. It becomes imperative to plan on how to attract the best personnel and motivate employees in order to deliver best quality services to the consumers and survive in a fiercely competitive environment. This statement was supported by (Rafiq and Ahmed, 2000) who stated that attraction, retention and motivation of high quality staff is the only real differentiating factors between competitors. Organization (banks) must first satisfy their employees the needs of customers must of necessity come second to those of employees (Sinčić Ćorić and Pološki Vokić, 2009).

The banking industry in Nigeria might have the capacity to assume the positive part expected of it just on the off chance that it is working productively. On the other hand, in the event that it is repressed, wasteful and unequipped for giving opportune and quality services, a case ascribed to poor leadership style. Truth be told, it is felt that the banking system could turn into a noteworthy obstruction to monetary development and improvement of Nigeria.

Akpan (2007), noted that a critical problem for Nigerian banks after reforms was how to keep their sustained competitive advantage after reforms. To achieve this aim, accordingly, providing needs and development of leadership skill (Human Capital) in each organization must be regarded as the prerequisite for final success (Amangala and Wali, 2013). Employees must communicate effectively to the consumers the quality standards of their organizations. However, Mohammadi et al. (2012) pointed out that many banks have neglected their employees' satisfaction due to their fail leadership styles.

The issue of low performance of employees has attracted much consideration in the scholastic research. One stream of research investigates whether mergers and acquisitions can make or destroy estimation of shareholders and former studies apply occasion study strategy to analyze the business sector response around bank merger and acquisition (Cybo-Ottone & Murgia, 2000; Cornett et al., 2003; Croson et al., 2004; Ismail & Davidson, 2005). The writing on the estimation of bank mergers and acquisitions presents an unmistakable conundrum. Experimental confirmation indicates that all things considered, there is no statistical significant pick up in worth or job performance from merger movement. Yet, mergers proceed with (Heid and

Behr, 2008). Notwithstanding, some banks in Nigeria are still confronting some of the problems that prompted the 2004 and 2005 banks consolidation through mergers and acquisitions from a capital base of two to a quarter century naira.

The significant challenges that these leaders confront today have put question on their competency, capacity and skills towards their powerful leadership performance. This call to the question of the leadership styles and job performance by the leaders in that organization's as the issue is seen to be caused by in-capacity of the leaders in the banks to do their responsibilities subsequently not focusing on their style of leadership and performance. In connecting this issue with the scholastic research, studies in the past had considered the thought of job performance calculate as a single job performance component (Guest, 2011) thus depending on this singular variable model have hindered progress in the understanding of the indicator rule relations (Griffith et al., 2010) assumed that basically all performance in any job is multidimensional. Leadership is exceptionally imperative critical in the running and administration of organization, to run organizations smoothly, viably and proficiently, the most significant and indispensable element organizations need is successful leadership (Amerioun & Mahmoudi, 2011).

All around qualified and skilled personnel are essential in setting of accomplishing goals and objectives of an organization through, compelling leadership and administration styles. The success of an organization depends on the persevering, faithful and included managers and employees. In this cutting edge period where world has turn into a worldwide town, firms are considered to be aggressive on the basis of capability of their HR. It is somewhat a troublesome task to handle individuals who are physically, psychologically, socially and ethnically distinctive (Amerioun & Mahmoudi, 2011). From one another, on this note compelling administration of employees is generally reliant on the nature of leadership organizations have (Albion & Gagliardi, 2007).

Leadership is similar to a bond in an organization, it makes individuals to cooperate. Organizations at present are more worried about understanding, advancement and change of their leadership. Transformational leadership is a cutting edge approach towards leadership. Vinkenbunrg, Van Engen, Eagly, and Johannesen-Schmidt (2011) described transformational leadership as a system of changing and transforming individuals, systems of affecting ideas and methods to change individuals.

Therefore, from the forgoing, in the event that leaders need to deliver a positive impact on individuals, groups and organizations, then leadership should be increased from old inflexible dictatorial style to well-disposed and contemporary style (Lohwithee, 2010). Job performance is the degree to which a person is pleased or satisfied with his/her job or work. It a fundamental principle of an individual's work life in that it determines and direct the motivation of an employee on the job. It refers to the degree of job satisfaction of an employee determines how far the employee will go on the job (Clark, 2009).

Success of organizations exceedingly depends on its workforce. More satisfied and glad employees would be more gainful and beneficial for the organization (Clark, 2009). Job satisfaction helps to make positive attitudes in employees, boosts up their morals, improves their performance and creates pleasant relationship with their colleagues. Employees who are satisfied with their jobs have a tendency to be more inventive and creative that help businesses to develop, flourish and put up positive changes agreeing for sale to the public situations and thus making organizations ready to contend at universal level (Clark, 2009; Judge, Ilies, & Zhang, 2012).

Private and open businesses are consistently being tested by performance; in this wise performance has turn into the basic measure of success. Performance success is exceptionally insignificant measured on the indices of what Alos (2006) classified as: what the customer needs and values, response to natural changes and effect on the nature of the individuals. The issue of performance effectiveness or reengineering organizations has distracted the minds of organization practitioners, researchers and watchers since 1990s (Huo, 2012). Subsequently, everywhere throughout the world, numerous economies had done various reforms to ensure effectiveness of the genuine sectors. The performance insurgency started in the private sector. Its effects spread to general society sector affected by ideas from open administration (Otto, Ekine, & Ukpere, 2012).

It is for the most part acknowledged that the performance of any gathering of individuals is to a great extent subject to the nature of its leadership. Compelling leadership style facilitates the accomplishment of the subordinate's desires, which then results in successful performance (Maritz 1995; Ristow et al., 1999). The true face of leadership has undergone changes over the year, due to the constant changes and dynamism of the business environment. Leadership styles has been modified after some time, with the adjustment in employee requirements resulting in an interest for change in the relationship between a pioneer and his subordinates (Sammons, Gu, Day, & Ko, 2011)

Therefore, given the importance of banking in upholding and maintenance of the economy of a country in terms of provision of funds and credit facilities for development (Beck, Demirgüçç-Kunt, & Levine, 2010), and for the Nigerian banking sector to play its vital roles of development in the economy, the need for effective leadership style that subscribes to proper development of the sector in Nigeria is needed.

To this end, the main focus of this research is to examine the relationship between leadership styles and job performances in banking sector in Nigeria. An endeavor will also be made to study the process and proffer solutions to the administration of these organizations. Also the findings in that will go far in solving the issue of banking misfortunes in Nigeria, in terms of change on banking services and arranging.

### 1.3 Statement of the problem

There has been several researches on leadership styles in different organizations and how these leadership styles has affected organization development and performance (Bono, Hooper, & Yoon, 2011). Despite extensive research there is still much to realize on what constitute compelling leadership styles that encourages employee's perceived job performances in a bank in Nigeria. Therefore, in the context of leadership research in banking sector in Nigeria, there is an observed dearth research compared to wealth of researches that have been conducted in other different areas of leadership (Gomes, Angwin, Peter, & Mellahi, 2012). The availability of scholarly materials found are very few, which shows that further research is needed in this area.

Employees perceived job performance in commercial banks in Nigeria has continued to decline since 1990s, lack of good customer relations and bad practices and attitudes of bank service Providers towards customers (Kehinde, Abiodun, & Osibanjo, 2012). Bank staff have been accused of being rude and unhelpful to customers (Samuel, 2011). The reason for this may be attributed to, leadership styles characterized as stringent, low employee commitment and job dissatisfaction among bank employees, personal issues, absence of administrator support, absence of acknowledgement for work done, low span over workplace, flightiness in workplace & insufficient money related prize.

Basically, it is important to note that fostering effective leadership styles and employees perceive job performances in banking sectors is important, given the range of benefit to be achieved when the working environment is conducive to both the management and employees in the organization. It was earlier revealed by the researchers that effective leaders styles encourage their employees to be committed to their job and the ability of the management to communicate a vision and purpose to individual and groups within organizations will help tremendously in gaining their support to accomplish the goals of the organization effectively. Organizational leadership is required to provide workers with a safe and stress-free environment in which to work. Sound leadership styles in the work place result in a more productive workforce and lends to the success of all individuals both inside and outside of the work environment. (Lok & Crawford 2001; Sarros & Santora 2001).

In Nigeria likewise, huge banks which seems to be doing admirably such as Commercial Banks, Forum Limited, Universal Trust Bank Ltd, Savannah Bank Ltd to say however a couple, suddenly collapse because of arrays of problems going from insufficient leadership of the head (leaders) of an organization to use a proper quality leadership styles in coordinating the affairs of the organization (Sanusi, 2010).

Therefore, based on this background the researcher was motivated to find out the leadership styles used by managers based on the level of perceived job performance of employee's in the bank and to also determine the relationship between the two variables.

#### **1.4 Objectives of the study**

This study thus aims to investigate the relationship between the leadership styles of managers and employee's perceived job performance in a selected bank in Nigeria

**While the specific objectives are to**

- 1) To determine the level of employee's perceived job performance in the banking sector in Nigeria
- 2) To determine the leadership styles commonly used by the managers in the banking sector in Nigeria.
- 3) To determine the relationship between leadership styles of managers and employee's perceived job performance in a banking sector in Nigeria
- 4) To determine the contribution of leadership styles of managers to employee's perceived job performance in a banking sector in Nigeria.

#### **1.5 Research hypotheses**

To answer the following research objectives the following hypotheses were formulated;

- 1) HA: There is a significant relationship between leadership styles of managers and employee perceived job performance in a banking sector in Nigeria.
- 2) HA: There is a prediction of job performance by leadership style.

#### **1.6 Scope of the study**

The scope of this study is limited to the relationship between leadership styles and perceived job performance of employees in a banking sector in Nigeria. The research work focus mainly on leadership style of manager and perceived employee's performance. This study also aims at using Zenith Bank PLC Nigeria, for the sampling of opinions. The field survey was conducted in Lagos Nigeria, because it is the commercial nerve of the country.



## 1.7 Limitation of the study

- 1) Since the study involved only Zenith Bank in Lagos state, other commercial Banks are left behind; this will limit the result for the generalization of all commercial banks in Nigeria.
- 2) Related to the above is the fact that this study only concentrated on Zenith Bank in Lagos state, the sample size was small. In the interim, this study is also hampered in its successful completion largely due to time constraints, this is obvious considering the time frame which the researcher is expected to submit his findings.

## 1.8 Significance of the study

It is generally agreed that retention of employees is important to an organization system for many reasons; some of them are continuity, achieving organizational objectives as well as the overall performance of the banking sector. The significance of this study is in two stages. These are theoretical significance and practical significance.

Theoretically, the study hopes to add to the already existing body of knowledge, on the leadership styles and employee job performance in bank in Nigeria. .i.e. from a managerial perspective, the study will improve on our understanding of how overall job performance can be enhanced through appropriate leadership styles. This will allow leaders in Zenith Bank plc. Nigeria to knowingly lead in ways more likely to strengthen a service-oriented culture. As well as heighten the hopes to establish action within leadership styles and develops better ways of rejuvenating job performances in an organization.

Practically, this study is a significant attempt in promoting effective leadership and imposing appropriate leader's power to the work practices of employees. This research is useful to business practitioners for this serves as an aide for them in leading their employees for the success of the businesses, thus resulting to high job performance among employee. Besides, this research provides recommendations on the best way to esteem employees as they are taking an expansive part in the general performance of the organization.

## 1.9 Operational Definition of terms

**Job performance:** The evaluation people's behaviour based on the contribution of behaviour to the organizational objective.

**Leadership** .The production of a vision around a characterized future state, which seeks to enmesh all members of an organization in its net

**Leadership styles:** A leadership style refers to skills, and behaviours leaders use as they interact with followers with ultimate aim of achieving organizational objectives

### 1.10 Summary

This chapter presented a general overview of employee's perceived job performance in Zenith bank Plc. Nigeria, study context, research problem, objectives and hypothesis. The issue of employee's perceived job performance has fascinated human resource developers as a key factor of continuous and sustainable development in the institutions. The study of the relationship between leadership styles of managers and employee's perceived job performance in a selected bank Nigeria as the context of the study through one general objective and four specific objectives associated with two research hypothesis. Some significance, limitations of the study and definition of terms were also discussed and defined.

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