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Strategic Leadership Approach and Employee Performance in the Banking Sector in Nigeria

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Abstract--This study is carried out to examine the “Impact of Strategic Leadership Approach on Organizational Performance (a study of Guaranty Trust Bank, Asaba)”. Two objectives were used in determining the direction of the study. The instrument used for data collection is questionnaires which were administered to 100 staff out of which 95 were retrieved and were applied for the study. The statistical tool used for data analysis is Analysis of Variance (ANOVA). Hypothesis testing was done using linear regression with the aid of a statistical package for social sciences (SPSS) as it is appropriate for testing the results of the samples collected. The findings reveal that democratic and laissez-faire leadership styles have a significant relationship with the performances of staff while autocratic leadership style has no significant relationship with the performances of staff of GTB in Asaba and therefore concluded that the performance of staff in an organization is a function of the leadership style adopted especially in the group of companies like GTB, Asaba.

Keywords--banking industry, employee performance, leadership approach, strategic.

Introduction

The performance level attainable by any organization in this age of dynamic marketplace is solidly dependent on how innovative executives manage the digital economy we are into today. The relevance of managers' and employees' contributions in the highly competitive context of globalization becomes an issue of concern since the accomplishment of organizational goals greatly depends on

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the possibility of those in a leadership position to manage the human resource. The leadership style adopted by managers in correspondence to the nature of the problem to be solved or prospect gave strategizing and innovating will be a function of the manager's intellectuality and creativity (Al-Malki & Juan, 2018; Anbazhagan & Kotur, 2014; Bhargavi & Yaseen, 2016).

Leadership is simply “the art of influencing people so that they will strive willingly towards the achievement of goals” (Igbaekemen, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Hurduzue (2015), writes that an effective leadership style could promote excellence in the development of the members of the organization. Leadership provides direction for a company and its workers. Employees need to know the direction in which the company is headed and who to follow to reach the destination. It involves showing workers how to effectively perform their responsibilities and regularly supervising the completion of their tasks. It is also about setting a positive example for staff to follow, by being excited about the work, being motivated to learn new things, and helping out as needed in both individual and team activities (Ehiedu et al., 2020).

Effective leadership includes exhibiting a strong character such as honesty, integrity, trustworthiness, and ethics. Leaders act in line with how they speak and earn the right to be responsible for others' success in the company. Strong leadership involves clear communication skills. Leaders speak with and listen to staff members, respond to questions and concerns, and are empathetic. Leaders use effective communication skills for moving the company forward and achieving new levels of success (Elenkov, 2002; Germano, 2010; Gill, 2011). True leadership sees where the company is headed and plans the steps needed to get there. Visualizing what is possible, following trends in the industry, and taking risks to grow the business are all required of leaders. Business leadership is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can. It can be difficult to place a value on leadership or other qualitative aspects of a company, versus quantitative metrics that are commonly tracked and much easier to compare between companies. Leadership can also speak to a more holistic approach, as in the tone a company's management sets or the culture of the company that management establishes (Kifordu & Ogala, 2020).

Productive leadership shows optimism and provides positive energy for staff. Good leaders are supportive and are truly concerned about the well-being of others. Leaders find answers to challenges and reassure and inspire workers when things go awry. Leaders find ways for staff to work together and achieve maximum results efficiently and effectively. The importance of leadership style is not unknown and it is shown by a significant number of studies that have been conducted on leadership style in developed and developing countries (Babatunde & Emem, 2015; Iqbal et al. 2015; Mohammed et al., 2014; Paracha et al. 2012; Zumitzavan & Udchachone, 2014). Lewin's leadership style, however, appears to be a significant subject where leadership style is concerned as various studies have been conducted on Lewin's leadership style (Yao et al., 2017; Omolayo, 2007; Owolabi, 2015; Longe, 2014; Kotur & Anbazhagan, 2014).

Considering the variability in leadership, the leadership approach of organizational leaders are varied and diverse due to the no formal professional training provided who seek these positions [McGregor \(2015\)](#), as well as no consistency in the job descriptions for academic leaders which lead to further uncertainty about their roles and accountabilities [\(Jackson, 2016\)](#). Hence, [Gmelch \(2015\)](#), agreed that leaders need to be taught leadership skills to decrease the unprofessional nature of the leadership in the ranks of administrations. The truth of the matter is that today's business world especially the banking sector has been experiencing drastic dynamism that reflects the nature of competition and innovation in the sector. These kinds of changes hence call for an investigation, evaluation, and establishment of business parameters that are capable of revealing the relationship between the role of leadership and the factors influencing organizational performance through organizational learning and organizational innovation [\(Wong et al., 2020; Siegler, 1999\)](#).

Since corporations strive to search for great leaders that can lead them to success, endless efforts have been put out by researchers to identify how best leaders operate. As a result, many leadership theories had been developed over the years. According to [Billig \(2015\); Basit et al. \(2017\)](#), Lewin's Leadership Style which was developed in 1939 identified that there are three different leadership styles; democratic, autocratic, and laissez-faire. In 1964, "Grid" was established by Robert Blake and Jane Mouton. Hersey and Blanchard developed a leadership theory that is now known as the situational leadership theory [\(McCleskey, 2014\)](#).

In 1978, a transformational theory that focused on motivations and values in measuring how leaders approach power was developed by Burns in 1978 and was later expanded by Bass in 1985. Transformational Leadership Theory focused on how a leader influences followers by his/her qualities [\(Basit et al., 2017\)](#). It is worthy to note that no organization performs up to stakeholders' expectations without a leader in a position to appropriately annex the available resources. Performance is related to the profitability of an organization in terms of its growth and profits both in the short and long term. In business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve a competitive edge in the industry. For organizations to perform well, apart from tangible and intangible resources, effective and dynamic leadership is a prerequisite. The leadership style of the leader of an organization has a strong impact on the performance of the organization. Therefore, this research sought to investigate and understand the impact of different leadership styles (autocratic, democratic, and laissez-faire) and their effects on employee performance in the organization [\(Balkundi & Kilduff, 2006; Harrison et al., 2007\)](#).

The problem

The challenge of human capital development and the application of appropriate leadership styles for developing nations is daunting. This is in consideration of how far ahead of the rest of the world is and the enormous efforts and resources required of them to catch up [\(Grant et al., 2011; Groves & LaRocca, 2011; Goleman, 2017\)](#). Nigeria's high population, vast socio-cultural diversity, yet-to-mature socio-political culture, and the great hope repose on her to emancipate

the black race, makes the challenge even more critical for us. The good news, however, is that there is cause for great optimism because the economy has more than enough human capital potentials to surmount the challenge if harnessed, activated, and effectively channeled. Leadership has been recognized as a vital focus in the field of organizational behavior in which it is one of the dynamics effects during individual and organizational interactions (Obiwuru et al., 2011). Leadership undoubtedly has a major role in the outcome of any project in which all identified leadership styles have variable outcomes under different situations (Van Dolen et al., 2004; GÜngör, 2011).

It plays a strategic role to motivate the staff to enhance their potential growth and development. On the other hand, organizational performance refers to the ability of an organization to achieve certain objectives and goals such as good financial results, high organizational profit, and produce high-quality products by using effective strategies adopted. However, the leadership style of organizational leaders is varied and diverse due to the no formal professional training provided who seek for these positions as well as no consistency in the job descriptions for academic leaders which leads to further uncertainty about their roles and accountabilities. Hence, leaders need to be taught leadership skills to decrease the unprofessional nature of the leadership in the ranks of administrations. Similarly, one of the significant challenges faced by many leaders today is in terms of their ability to adapt to a constant global environment changing and at the same time to maintain the internal self-motivated of the organizations. Therefore, the appropriate selection of leadership style adopted by leaders is important to play a major role in the succession of the overall organizational performance of their units (Bikker & Haaf, 2002; Havrylchyk, 2006).

Study objectives

- To examine the effect of Democratic Leadership Approach on Employees' Performance in Guaranty Trust Bank;
- To determine the influence of Autocratic Leadership Approach on Employees' Performance in Guaranty Trust Bank;
- To evaluate the extent to which the Laissez-Faire Leadership Approach affects the Performance of Employees in Guaranty Trust Bank.

Hypotheses

- Ho₁
There is no significant relationship between the Democratic Leadership Approach and Employees' Performance in Guaranty Trust Bank.
- Ho₂
There is no significant relationship between the Autocratic Leadership Approach and Employees' Performance in Guaranty Trust Bank.
- Ho₃
There is no significant relationship between Laissez-Faire Leadership Approach and Employees' Performance in Guaranty Trust Bank.

Review of related literature

The concept leadership approach

A leadership Approach is a leader's method of providing direction, implementing plans, and motivating people. Various authors have proposed identifying many different leadership styles as exhibited by leaders in the political, business, or other fields. Studies on leadership style are conducted in the military field, expressing an approach that stresses a holistic view of leadership, including how a leader's physical presence determines how others perceive that leader. The factors of physical presence in this context include military bearing, physical fitness, confidence, and resilience. The leader's intellectual capacity helps to conceptualize solutions and to acquire knowledge to do the job. A leader's conceptual abilities apply agility, judgment, innovation, interpersonal tact, and domain knowledge. Domain knowledge encompasses tactical and technical knowledge as well as cultural and geopolitical awareness (US Army, 2006). Goleman (2017), in his article "Leadership that Gets Results" talks about six styles of leadership. In this study, the following (Authoritarian, Paternalistic, Democratic, Laissez-faire, Transactional and Transformational) Leadership Styles are explained (Anderson & Fraser, 2000; Shen & Chih, 2005).

Democratic leadership approach

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality (Foster, 2002). The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make, and vote on decisions (Woods, 2004).

Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members, and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan, and then vote on the best course of action (Rukmani et al., 2010; Mitonga-Monga, & Coetzee, 2012).

Autocratic /authoritarian leadership approach

The autocratic leadership approach particularly emphasizes the distinction between authoritarian leaders and their followers. These types of leaders make sure to only create a distinct professional relationship. They regard direct supervision as fundamental in maintaining a successful environment and followership. The authoritarian leadership approach often follows the vision of those that are in control, and may not necessarily be compatible with those that are being led (Obiwuru et al., 2011; Sofi, & Devanadhen, 2015). Autocratic leaders focus on efficiency, potentially seeing other styles, such as a democratic style, as a hindrance to progress. Examples of autocratic leadership: a police officer directing traffic, a teacher ordering a student to do their assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or to get a point across. Authoritarian traits include: setting goals individually, engaging primarily in one-way and downward communication, controlling discussion with followers, and dominating interactions (Chira, 2016).

Several studies have confirmed a relationship between bullying, on the one hand, and an autocratic leadership and an authoritarian way of settling conflicts or dealing with disagreements, on the other. An authoritarian style of leadership may create a climate of fear, leaving little or no room for dialogue, and where subordinates may regard complaining as futile. As such, authoritarian styles have sometimes been associated with reduced group-member satisfaction relative to a more democratic leadership approach. Authoritarian leadership became trendy for a period in the inter-war years - witness for example Stalin, Mussolini, and Pilsudski (Salin & Hoel, 2011).

Laissez-faire leadership approach

The laissez-faire leadership approach is where all the rights and power to make decisions are fully given to the followers. This was first described by Lewin, Lippitt, and White in 1939, along with the autocratic leadership and the democratic leadership styles. Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers to self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals but does not directly participate in decision making unless the followers request their assistance (Bono & Judge, 2004). This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.
- Followers have pride in their work and the drive to do it successfully on their own.
- Followers are experts, in situations where followers have more knowledge than the group leader.
- Followers are trustworthy and experienced.

Note that these conditions would intuitively mean that the group is already likely to be effective. This leadership style has been associated with lower productivity

than both autocratic and democratic styles of leadership and with lower group member satisfaction than democratic leadership (Forsyth, 2018). Some researchers have suggested that laissez-faire leadership can be considered non-leadership or leadership avoidance (Bono & Judge, 2004). Other Leadership Approaches / Styles reviewed in this study are Paternalistic, Transactional, and Transformational Leadership Approaches (Orishede et al., 2018; Florence & Anthony, 2016).

Paternalistic leadership approach

The way a paternalistic leader works is by acting as a parental figure by taking care of their subordinates as a parent would. In this style of leadership, the leader supplies complete concern for his followers or workers. In return, he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become committed to what the leader believes and will not strive off and work independently. The relationship between these co-workers and leaders is extremely solid. The workers are expected to stay with a company for a longer period because of loyalty and trust. Not only do they treat each other like a family inside the workforce, but outside too. These workers can go to each other with any problems they have regarding something because they believe in what they say is going to truly help them (Forsyth, 2018). One of the downsides to a paternalistic leader is that the leader could start to play favorites in decisions. This leader would include the workers more apt to follow and start to exclude the ones who were less loyal. In today's market paternalism is more difficult to come by according to Padavic and Earnest who wrote "business dimensional and Organizational Counselling." They believe this because there have become more lay-offs and stronger unionization. This affects paternalistic leaders because the co-workers may not believe that their jobs are 100% ensured. When this happens, workers begin to look for bigger and better job opportunities instead of staying at one company for a longer period. Because of this, the leader may be thinking that you could be leaving and not fully believe you when you tell them something about a job opportunity. This could put the workers and leader at risk for a bad situation (Chira, 2016).

According to B. M. Bass, who wrote *Leadership and Performance beyond Expectations*, workers who follow paternalistic leadership also have better organization skills. The leader encourages organization because they allow the workers to complete tasks so that they can stay on top of their work (Hodgson & White, 2003; Igbaekemen & Odivwri, 2015). The workers complete tasks this boosts self-confidence and it makes them work harder to reach a goal and exceed the goal to prove to their boss they are working hard. Having this style of leadership can also help implement a reward system. This system will allow their workers to work even better because there is something for them at the end of the tunnel. While doing this they will also be able to accomplish more work in a set time frame (Erben & Guneser, 2008).

Even though paternalistic leadership style is practiced in the majority of places such as India, Southeast Asia, the Middle East, and Africa, there hasn't been concrete empirical research on the implications of this leadership style due to the preconceived negative notions of the Western Literature (Erben & Guneser, 2008).

These negative notions arise due to differences in the intrinsic cultural aspects defined by Geert Hofstede's study in 1980. He stated that North American and Western European countries classify themselves as an individualistic culture that is centered on the principles of egalitarianism, lack of in-group interdependence, direct communication, and low power distance. Therefore, from a western perspective, the authoritative aspects of paternalism are not accepted innately whereas the parental aspect of this leadership style is looked upon as an invasion of privacy as personal and professional lives are two separate facets of life (Jyoti & Bhau, 2015; Kaiser et al., 2008; Kifordu & Chukwuma, 2016).

On the other hand, the paternalistic leadership style is quite effective and successful in non-western cultures which are collectivistic as these societies look up to their leaders as a fatherly figure and rely upon them for guidance and protection in return for deference and loyalty, thereby aligning with the principles of paternalistic style (Schultz & Schultz, 2020). It is essential that extensive research be initiated, from a Non-Western point of view to understand the implications of this leadership style on social, cultural, and organizational metrics without any negative bias. This would help in better comprehension of factors that lead to successful leaders and organizations in emerging economies where paternalistic leadership style is practiced at large (Klein et al., 2013; Kotter, 2012; Olannye, 2006).

Transactional leadership approach

Transactional leadership presents a form of strategic leadership that is important for the organization's development. Transactional leadership is essential for team innovativeness. A survey was done by Jun Liu, Xiaoyu Liu, and Xianju Zeng on the correlation between transactional leadership and how innovations can be affected by team emotions. The research was composed of 90 work teams, with a total of 460 members and 90 team leaders. The study found that there is a relationship between emotions, labor behavior, and transactional leadership that affects the team. Depending on the level of emotions of the team; this can affect the transactional leader positively or negatively (Liu et al., 2011). Transactional leaders work better in teams where there is a lower level of emotions going into the project. This is because individuals can think freely when setting their emotions aside from their work and have all of their focus on the given task. A transactional leader is negatively affected when the emotional level is high and positively affected when the emotional level is low (Schultz & Schultz, 2015; Bulger et al., 2020).

Transformational leadership approach

Advocates of transformational leadership portray the transformational leader as a type of person not limited by followers' perception (Schultz & Schultz, 2020; Carless et al., 2000). The main objective is to work to change or transform their followers' needs and redirect their thinking. Leaders who follow the transformation style of leading, challenge and inspire their followers with a sense of purpose and excitement (Schultz & Schultz, 2016). Transformational leaders also create a vision of what they aspire to be and communicate this idea to others (their followers).

The concept of performance

The performance of organizations is related to the profitability of the organizations in terms of their growth and profit both in the long and short term. In business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve a competitive edge in the industry. For organizations to perform well, apart from tangible and intangible resources, effective and dynamic leadership is a prerequisite. The leadership style of the leader of an organization has a strong impact on the performance of the organization. Though most of the researchers in the past agreed that leadership style has a relationship with organizational performance but some did not support this view, hence, an ambiguity exists (Amal & Nosheen, 2019).

Autocratic leadership approach and employees' performance

Autocratic leaders are classic and bossy. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision-making rights with them (Obiwuru et al., 2011). The autocratic leaders force their followers to execute the services and strategies according to the narrow way. Iqbal et al. (2015), conducted a study to determine the impact of leadership styles on organizational performance. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one-sided conversation (Odiwo et al., 2017).

Laissez-faire approach and employees' performance

The laissez-faire leadership style renders the workforce performance to be entirely reliant on the team members' abilities, skills, and expertise (Adler & Reid, 2018). Accordingly, team members are free to make decisions in their way, while the leaders allocate complete freedom for them to work per their way and make major decisions (Dhensa-Kahlon & Coyle-Shapiro, 2013). Regardless, certain renowned researchers have stated that the laissez-faire style leads to increased job satisfaction and better employee performance, which may be damaging or employees if the team in charge does not manage their time well or they are not self-motivated to do their work efficiently (Martin et al., 2013). Additionally, this leadership style usually leads to increased chaos within the organization as every individual believes and perceives as their leader. It is therefore seen as a delegative leadership in which the leaders are hands-off, while the group members are allowed to make decisions (Arkat, 2020; Page et al., 2019; Pawar, 2019).

Evans and house path-goal theory

The Path-Goal Theory was proposed by Robert J. House and Martin Evans in the 1970s. This theory pro-founded that leader's noticeable behavior and the situation in which he is placed are inter-connected. To increase the organization's effectiveness, the managers should either match the situation with the leader's behavior or change his behavior according to the situation in which he is placed. This theory focused on the need for flexibility while adopting different leadership

styles in different situations. The situational factors involved are Subordinate characteristics and Organizational environment. This model emphasized four different behaviors of a leader: Directive, Supportive, Participative and Achievement-Oriented (Pinck & Sonnentag, 2018; Rangus & Černe, 2019; Vigoda-Gadot, 2007).

Empirical reviews

Ojokuku et al. (2012), researched the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty randomly picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on a face-to-face basis. An inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of the significant effect of leadership style on followers and performance. The findings showed that there was a positive and negative correlation between performance and leadership style. There was a 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have a positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment (Wang et al., 2010; Yammarino & Dubinsky, 1994).

Al Khajeh (2018), examined the Impact of Leadership Styles on Organizational Performance. The focus was on six major leadership styles -transformational, transactional, autocratic, charismatic, bureaucratic, and democratic. This study has provided deep insights about the leadership styles; the democratic, transformational, bureaucratic, and autocratic leaderships have a positive impact on the organizational performance, however, the charismatic and transactional leaderships hurt the organizational performance, as it does not provide opportunities and freedom to employees. In this study, both primary and secondary research has been conducted. The primary research has been done using the quantitative approach, with the help of a survey instrument, based on a survey questionnaire. The secondary research has been done through the review of previously established literature for achieving the research objectives. The findings suggested that charismatic, bureaucratic, and transactional leadership styles have a negative relationship with organizational performance. Transformational, autocratic, and democratic leadership styles, on the other hand, had a positive relationship with organizational performance. It has been recommended that organizations use the leadership style that enhances the capabilities and abilities of the people (Wang et al., 2011; Western, 2019; Xu & Wang, 2008).

Amal & Nosheen (2019), examined the Impact of Leadership Styles on Organizational Performance. They studied the types/styles of leadership and the leadership styles of different leaders of various organizations in Pakistan and examined their impact on organizational performance. There are three main leadership styles; transformational, transactional, and laissez-faire leadership styles. While the first two have a positive but different level of impact, the third

one hurts organizational performance. A quantitative study was conducted by using a questionnaire filled from various leaders of manufacturing and service organizations. Results of the study were studied through SPSS and the researchers found that though the most suited style of leadership is a transformational one in new and growing organizations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, laissez-faire style may be required. Hence, the leader might have to adopt a hybrid style of leadership style. Leadership style has a significant impact on organizational performance.

Tools and Methodology

The study adopted Survey Research Design which involves the preparation and administration of questionnaires to respondents drawing from registered SMEs. The population of this study consist of 100 permanent staff of Guaranty Trust Bank (GTB), Asaba Branch. For data analysis, Analysis of Variance (ANOVA) while the hypothesis testing will be done using Linear Regression.

Analysis

Table 1
Model summary
(Democratic leadership approach and the performance of guaranty trust bank)

Model	R	R. Square	Adjusted R Square	Std error
1	0.8891 ^a	0.7529	0.5753	0.6133

Source: Researcher Computation 2021

Table 2
Coefficient
(Democratic leadership approach and the performance of guaranty trust bank)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	1.8951	0.6656		2.9832	0.0052
I understood the concept of the democratic leadership approach.	0.3484	0.1214	0.3231	2.8791	0.0051
It gives room for negotiation in our management system.	0.2372	0.1061	0.2511	2.2253	0.0300
Decisions from the management are used to form policies based on two-thirds majority support.	0.3164	0.1253	0.3322	2.8114	0.0050
Staff is allowed to make their contributions in meetings.	0.3484	0.1213	0.3232	2.8794	0.0050
The democratic leadership approach supports our performances.	0.0231	0.0522	0.0473	0.4384	0.0421

Source: Researcher computation 2021

Table 1 shows the result of the regression analysis capturing the effect of the democratic leadership approach (DLS) on the performance of Guaranty Trust Bank (GTB). The result shows that effective application of DLS exact 75.29% effect on the Performance of Guaranty Trust Bank as evidenced by the value of the R square. Table 2 shows the values of the coefficients of the variable measures of DLS. The results reveal that the independent variable is positively correlated with the dependent variable. This implies that the measures of DLS have a direct and positive relationship with the Performances of GTB in Asaba. This is evidenced by the Beta values of the standardized coefficients where all the values are positive signals ($P > 0$). The result also revealed that focusing on adopting DLS is statistically significant as shown by the value of the statistic and the probability. The variable organizational goal has a positive effect on the performances of GTB has an at-value of 0.4384 and a probability or significant value of 0.0421 ($P < 0.05$).

Table 3
Model summary
(Autocratic leadership approach on the performance of guaranty trust bank)

Model	R	R. Square	Adjusted R Square	Std error
1	0.6061 ^a	0.2121	0.1515	0.5697

Source: Researcher computation 2021

Table 4
Coefficients
(Autocratic leadership approach on the performance of guaranty trust bank)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	1.0821	0.7592		1.4245	0.6593
I understood the concept of the autocratic leadership approach. It does not give room for negotiation especially for staff at low-level management.	0.0862	0.1333	0.0101	0.6504	0.5181
Decisions from the top-level management are imposed on staff without their opinion.	0.4361	0.1692	0.3583	2.5801	0.5121
Staff is not allowed to attend meetings especially those at low-level management.	0.0867	0.1343	0.0903	0.651	0.5167
The autocratic leadership approach does not fully support our performances.	0.0862	0.1333	0.0901	0.6504	0.5181
	0.4104	0.1273	0.3609	3.2139	0.6520

Source: Researcher computation 2021

The analysis result revealed in Tables 3 and 4 captures the examination of the effect of the autocratic leadership approach (ALS) on the performance of Guaranty Trust Bank (GTB). Table 3 shows that the model ALS has a low predictive power

as evidenced by the value of the R. Square (0.2121). It implies that ALS only accounts for 21.21% of GTB performances. The implication of this is that if GTB should fully adopt ALS in her operations, it stands the chance of 78.79% of low performances from staff. Table 4 shows the results of the parameter estimates of the coefficients of the independent variables. The results revealed that all measures of ALS are not statistically significant. The T-square and the significant values also prove to not be statistically significant of such variables as the application of adoption of ALS is employed by GTB (0.6520) at 0.05 level of significance or 95% confidence interval. In the same vein, the independent variable relationships established by the result of table 4 shows that all the measurements of ALS were weak positively related to the measures of GTB performances as evidenced by the beta values of the standardized coefficients.

Table 5
Model summary
(Laissez-faire leadership approach and the performance guaranty trust bank)

Model	R	R. Square	Adjusted R Square	Std error
1	0.8911	0.7245	0.5755	0.6136

Source: Researcher Computation 2021

Table 6
Coefficient
(Laissez-faire leadership approach and the performance guaranty trust bank)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	1.9843	0.6862		2.8921	0.0052
I understood the concept of the laissez-faire leadership approach.	0.3484	0.1216	0.3234	2.8791	0.0052
It gives room for Managers at each managerial level to decide how the organizational goal can be achieved.	0.2347	0.1062	0.2513	2.2252	0.0303
It allows staff to make certain decisions at their level without being rigorous consultation processes with top-level management.	0.2367	0.1063	0.2512	2.2253	0.0303
The laissez-faire leadership approach does not fully support our performances.	0.0231	0.0542	0.0481	0.4373	0.0414

Source: Researcher computation 2021

Table 5 shows the result of the regression analysis capturing the extent to which the laissez-faire leadership approach (LLA) can affect the performance of Guaranty Trust Bank (GTB). The result shows that appropriate adoption of LLA exact 72.45% effect on GTB ability to perform higher in their operations as

evidenced by the value of the R square. Table 6 on the other hand shows the values of the coefficients of the variable measures of LLA. The results reveal that the independent variable is positively correlated with the dependent variable. This implies that the measures of LLA have a direct and positive relationship with the performance of GTB in Asaba. This is evidenced by the Beta values of the standardized coefficients where all the values are positive signals ($P>0$). The result also revealed that the measure for LLA is statistically significant as shown by the value of the statistic and the probability. The variable, LLA has a positive effect on the performances of GTB has an at-value of 0.4373 and a probability or significant value of 0.0414 ($P<0.05$).

Findings and Discussion

In the case of the first objective which aimed at determining the effect of the democratic leadership approach on the performance of Guaranty Trust Bank considering in Asaba, the results of the regression analysis established that measures democratic leadership approach has a positive correlation with the dependent variable performance of Guaranty Trust Bank as evidenced by the beta values of the standardized coefficients. This agreed with the finding of [Al Khajeh \(2018\)](#); [Abdullahi \(2015\)](#), that carried out a similar study on leadership approach and organizational performance. In the light of this finding, one can confidently conclude that there is a significant relationship between the democratic leadership approach and the performance of Guaranty Trust Bank.

The result from the test of the second hypothesis which aimed at determining ways through which autocratic leadership approach can affect the Performance of Guaranty Trust Bank, it was found that the measures of autocratic leadership approach were having weak positive relationship with the measure of performance of Guaranty Trust Bank and also established that all measures of Autocratic Leadership Approach were not statistically significant. This agreed with the findings of [Ojokuku et al. \(2012\)](#); [Amal & Nosheen \(2019\)](#), that carried out a similar study on leadership approach and organizational performance. Thus, we will conclude that there is no significant relationship between the autocratic leadership approach and the performance of Guaranty Trust Bank in Asaba except when it is applied for unskilled staff like cleaners.

Similarly, the result from the test of the third hypothesis which aimed at evaluating the extent to which the laissez-faire leadership approach can affect the performance of Guaranty Trust Bank revealed that there is a strong positive significant relationship between the laissez-faire leadership approach and the performance of Guaranty Trust Bank in Asaba. This agreed with the findings of [Dalluah & Jalagat \(2016\)](#); [Ejere & Ugochukwu \(2013\)](#), who carried out a similar study on leadership approach and organizational performance whose results also revealed that the laissez-faire leadership approach does have a positive correlation with organizational performance. Hence, the general conclusion from the data analysis, hypotheses testing and findings revealed that the performance of staff in an organization is a function of the leadership approach adopted especially in the group of companies like GTB, Asaba.

Conclusion

The main conclusions of the study may be presented in a short Conclusions section, which may stand alone or form a subsection of a Discussion or Results and Discussion section. Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in the "Results and Discussions" section, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion) (Fischli et al., 1998).

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