
INFLUENCE OF LEADERSHIP STRATEGIES ON THE PERFORMANCE OF FIRST BANK BRANCHES IN ABUJA, IN NIGERIA

UMAR, Abbas Ibrahim, Ph.D.; OLABIMPE, Teniola Amure

Department of Business Administration, Nile University of Nigeria -Abuja

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ABSTARCT

The study investigates the effect of leadership strategies on the performance of first bank branches in Abuja. The study used survey research design. The population of this study comprises of all the branches of first bank Plc in Abuja which is 31 and 2931 population of employees. Taro Yamane formula was adopted to ensure sample size of 352. The study collected data from the respondents who were employees of First bank Plc branches in Abuja. Descriptive statistics and regression were used for analysis. The study found that leadership strategies have positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Other findings were that internal control has a negative and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Also, supervision has a positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. The study recommended that Leaders of all branches of First Bank Nigeria Plc, Abuja should reduce internal control methods in encouraging employees to change their attitude to work. They should re-strategies the control strategy to promote high performance in the organization. Leaders of all branches of First Bank Nigeria Plc, Abuja should continue to adopt supervision principles or strategy in get thing done in the organization since it is positive and significant to enhance performance of branches of First Bank Nigeria Plc, Abuja.

Keywords: Leadership Strategies, Internal control, Supervision and Performance

1.0 INTRODUCTION

Companies' leaders need to have effective strategies for performance improvement because the primary role of owners managers or managers in organization is to increase performance and maintain effective job management among workers in the firm (Tauringana & Afrifa, 2013). Leaders try to recognize workers as the most important factor towards the accomplishment of

organizational objectives and goals (Kivila, Martinsuo, & Vuorinen, 2017). It is believed that employers look at the employees as an important element in the organization (Awases, Bezuidenhout, & Roos, 2013; Spector, 2013). A Leader is the one who has task, clear vision, policy and objective to ensure good performance (Kim & Mauborgne, 2002). Leaders use strategies such as control, decision making, commanding and supervision to achieve to get things done (Bill Liabotis, 2007). In this way, they encourage their employees to increase their performance. The leadership strategies do not necessarily result in conflict (Rainey, 2009), but should be used in combination in order to achieve exceptional performance (Trottier et al., 2008)

1.1 Statement of problem

Over the years, Leaders in all branches of First Bank Plc in Abuja- Nigeria have used strategies such as internal control and supervision to ensure that the organization meets up with high performance. Yet, the performance of First Bank Branches in Abuja, Nigeria is low which is reflected on a low desire level of employees' output, ineffectiveness in satisfying customers and achieving actual goals.

1.2 Research Objectives

The objectives of this study are as follows:

- 1 To examine the effect of internal control on the performance of First Bank Branches in Abuja – Nigeria.
- 2 To determine the effect of suppression on the performance of First Bank Branches in Abuja – Nigeria.

1.3 Research Questions

1. What is the effect of internal control on the performance of First Bank Branches in Abuja – Nigeria?
2. How does suppression affect the performance of First Bank Branches in Abuja – Nigeria ?

1.4 Research hypotheses

The following are the hypotheses for this study:

- H₀₁ Internal control does not affect the performance of First Bank Branches in Abuja – Nigeria
- H₀₂ Supervision does not affect the performance of First Bank Branches in Abuja – Nigeria.

1.5 Scope of the Study

The study is restricted to leadership strategies on the performance of First Bank branches in Abuja – Nigeria. The study used supervision and control to measure leadership strategies in the bank branches in Abuja- Nigeria. The study also measured performance in terms of quality, work quantity, and work reliability.

2.0 LITERATURES REVIEW

2.1 Concept of Leadership Strategy

Leadership strategy is a owner manager's potential to express a strategic vision for the firm, or a part of the firm, and to encourage or motivate and persuade others to acquire that mission as well as vision (Raph, 2018). Leadership is said to a process of utilizing strategy in the management of employees in the organization (Isaac, 2019). According to Business Dictionary (2020) leadership strategy is process where owner managers using unique tactics to communicate the vision of an organization to employees or one of its parts. Also, It is define as how managers motivate, manages and persuades employees to share the vision. Leadership strategy defines the vision and moral purpose of the school and translates them into the desired action. Strategic leadership is the leader's ability to predict and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland & Hoskisson, 2012). Leadership strategies is the action a leader initiated to checkmate the activities of employees for organizational improvement such as supervision, control, commanding and directing etc.

Supervision as a leader strategy is a way of stimulating, guiding, improving, refreshing, encouraging and overseeing certain group with the hope of seeking their cooperation in order for the supervisors to be successful in their task of supervision.

Internal control can be seen as a group of policies and procedure that are embedded to form control on firm's activities to ensure the entity followed objectives set by management and board of directors (Yousef, 2017). Internal control can be defined as the process designed and affected by those charged with management, governance, and other personnel to provide reasonable assurance about the attainment of entity's objectives about efficiency and effectiveness of operations; compliance with applicable laws and regulations; the reliability of financial reporting(Gamage et al., 2014).

2.2 Concept of Performance

Performance is the work of quality and quantity achieved by an employee in performing his duties in accordance with responsibilities given to him (Mangkunegara, 2013). Kasmir (2016)

defines performance as work and work behavior of a person in a period, usually one year later Mangkunegara (2013) listed performance indicators are work quality, work quantity, work reliability and attitude of employees towards work. Performance is the internal processes improvement in the organization, in light of management, efficiency and effectiveness (Pinprayong & Siengthai, 2012). Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained.

2.3 Empirical Studies

Muhammad, Muhammad, Saad, Muhammad and Mahmood (2017) explored the mediating impact of work engagement among strategic leadership and employee performance. Convenience sampling is used as the sampling strategy. Total 130 questionnaires are distributed among the respondents of the study. 120 questionnaires are fairly attempted with the response rate of 92.3%. To analyse the data, SPSS version 21 is used. To check the relationship between the variables correlation analysis is used which shows the significant relationship between the variables. To check the impact of one variable on other regression analysis is used which have clearly shown that strategic leadership has significant impact on employee performance. Thus, all the hypotheses presented significant outcomes.

Wisdom (2018) used field experiment with 720 Danish leaders and 23.000 employees, the LEAP (Leadership and Performance) project will try to overcome these problems. He used a field experiment to study the effects of leadership training and leadership strategies on organizational performance. The research question is how leadership training affect leadership strategies, and how these strategies affect performance? This paper takes three steps towards answering this question. First, we discuss the conceptualization of leadership strategies. Second, we present our research design and clarify how we expect the leadership training to affect leadership strategies. Third, we discuss briefly how we measure the key concepts: Leadership and performance. He developed stronger conceptualizations and operationalizations of transformational and transactional leadership strategies which do not confound leadership strategies with their effects.

Apenteng (2012) explored the effect of supervision on staff performance in the Ga South Municipal Education Directorate. It investigated the type, nature, challenges and effects. The study argues that while provision of infrastructure and personnel are vital for ensuring quality staff performance; the absence of supervision could lead to low performance. The study employed the descriptive survey as the research design. The simple random and purposive random sampling were used, to gather and collate first-hand information relevant to the study from respondents in order to access the effect of supervision on staff performance. In all 50

respondents including directors, external supervisors, circuit supervisors and other staff (training officers, budget officers and administrators). These respondents provided information relevant to the study. The outcome of the study indicated that while majority of internal supervisors preferred and advocate for greater emphasis on internal supervisors, the external supervisors (from regional office) preferred the promotion of both systems in the Education Directorate. It also came to light that supervision cannot be overlooked since it is a major tool for better staff performance giving the right supervisors, right tools and right resources. The study showed that appraisal results are important for counseling sessions since staff expects that they are directed where they fall short. Supervision cannot have effect on performance if staff job satisfaction is downplayed.

Hussaini and Muhammed (2018) studied the effect of internal control systems on the performance of commercial banks in Nigeria. A survey method was employed, and the study used stratified random sampling, in which a total of 382 questionnaires were administered to either staff of operations, marketing, or security department in the Nigerian commercial banks. The questionnaire is a 5-point Likert-scale while the data collected was analyzed using Statistical Package for the Social Sciences (SPSS) version 23 (v23) and Smart PLS 3. The findings of the study revealed that there is a positive and significant relationship between the four components of internal control (control environment, control activities, monitoring and risk assessment) and bank performance. While information and communication were found to have an insignificant positive relationship with bank performance.

2.4 Theory X and Y

McGregor (1960) developed Theory X and Theory Y, where Theory X assumes that employees are inherently lazy and will avoid work if they can and therefore need to be closely supervised, while Theory Y assumes that employees are self-motivated. This distinction was first conceptualized by political scientist James Burns (1978) as transactional and transformational leadership, and further developed by Bernard M. Bass into the “The full-range leadership theory” (Avolio & Bass, 1999; Antonakis et al., 2003). According to Bass, transactional leadership is based on transactions of pecuniary and non-pecuniary character, whereas transformational leadership is based on the inspiration and direction of individual effort (Bass, 2008). While transactional leaders reward employees for doing what the leaders want them to do or sanction them if their work effort is unsatisfactory, transformational leaders transform employees by for example raising their awareness of the importance of organizational goals (Bass 1985. In other words, transactional leadership is a leadership strategy which makes (unchanged) employees perform better through their self-interest, while transformational leaders affect performance through transformation of employees. Traditionally, transformational leadership enjoys the

reputation of being a particular –if not the most-effective leadership strategy and has by far enjoyed the greatest empirical attention (Knippenberg & Sitkin, 2013). However, a recent critic has been raised in the leadership literature concerning the confounding of the leadership definitions with their effects (Knippenberg & Sitkin, 2013).

3.0 METHODOLOGY

The researcher used a survey research design. The population of this study comprises of 31 branches of First Bank of Nigeria Plc in Abuja according to the financial report of 2019. The total number of branches of First Bank Plc in Abuja has 2931 staff across the branches according to their report in 2017. However, the population of this study is 31 branches of first bank Plc of Nigeria, Abuja and the population of staff is 2931. The sample size is deduced using the Taro Yamane computation approach. According to Yamane (1967), the sample size of a study shall be derived thus:

$$n = N/1+N(e)^2$$

Where N = the population size

e = the margin of error (assumed at 5%)

l= constant

$$n = 2931/1+2931(0.05)^2$$

$$n = 2931/1+2931(0.0025)$$

$$n = 2931/1+7.3275$$

$$n = 2931/8.3275$$

$$n = 352$$

Therefore, the sample size of the study is 352 which are selected from 31 branches of first bank plc in Abuja. The study used a simple random sampling method to select the respondents from 31 branches of First Bank Nigeria Plc, Abuja. The reason for using a simple random sampling method is that all the respondents who are the staff of First Bank Plc in Abuja Branches have a chance of been selected in the exercise. However, the questionnaire is used in gathering the data. A well-designed questionnaire is employed in the cause of this article to obtain all the vital data regarding electronic recruitment and performance. The questionnaire is designed in a five (5) point Likert type scale.

The copies of the questionnaire that is administered to each First Bank Plc branches in Abuja is 11 in each branch except Abuja Main Branch and Abuja Garki Area 3 Branch that was given 16 copies. The reason for giving Abuja Main Branch and Abuja Garki Area 3 Branch are that most business and activities are located in these areas and they have more staff than the other branches.

The study also test for reliability of the instrument and it is used to test the extent of questions accuracy in the instrument and to ascertain consistency of each of the questions (variables) in the questionnaire and the method for testing for the internal consistency is the Cronbach's Alpha, which is computed with the following model below:

$$\alpha = \frac{Nr}{1 + r(N - 1)}$$

Where:

α = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum of Cronbach's Alpha value of 0.7 is stated to be reliable (Ritter, 2010)

Table 1: Reliability test

Variables	Number of items	Cronbach's Alpha
Performance	3	0.83
Supervision	3	0.78
Internal control	3	0.81

Source: researcher computation (202-)

Therefore, the Alpha values are reliable since they are above 7.00

The study used regression and it is used to determine whether there is a relationship between the dependent variable and independent variables. A statistical software package of SPSS is used in analysing data in this study. The statistical tool is ordinary.

Multiple regression models are employed to estimate the variables. This will be expressed in this study as thus:

$$Y = \alpha + \beta Ix \dots\dots\dots 1$$

Where y = dependent variable, α = intercept, βI is, coefficient and x is the independent variable. However, the above model is expressed as:

$$PF = \alpha + \beta_1 CT + \beta_2 SUP + \mu \dots\dots \text{equation 2}$$

Where:

PF = Performance (performance measured)

CT= Internal Control

SUP= Supervision

β = Independent variable

α = Intercept

μ = Error terms

4.0 ANALYSIS AND DISCUSSION

Table 2: Assessment of Leaders supervision

Items	5	4	3	2	1
Branches of First Bank Nigeria Plc, Abuja leaders use peer group supervision method supervise their staff to work	123(34.94)	110(31.25)	32(9.09)	52(14.77)	35(9.94)
Branches of First Bank Nigeria Plc, Abuja leaders used group supervision method encourage team work in their branches	122(34.66)	98(27.84)	23(6.53)	67(19.03)	42(11.93)
First bank Plc Branches in Abuja leaders frequently used strict method of subversion contumely to manage the employees	97(27.56)	99(28.13)	44(12.5)	60(17.05)	52(14.77)

Source: Survey, 2020

From the above table, it was discovered that majority of the respondents strongly agreed (34.94%) and agreed (31.25%) to the statement that branches of branches of First Bank Nigeria Plc, Abuja leaders use peer group supervision method supervise their staff to work. 14.77% strongly disagreed and 9.94% disagreed with the said statement while only 9.09% were

undecided. It was also observed that the majority of the respondents, 34.66% and 27.84% strongly agreed and agreed respectively that branches of First Bank Nigeria Plc, Abuja leaders used group supervision method encourage team work in their branches. 19.03% and 11.93% strongly disagreed and disagreed respectively, while only 6.53% were undecided. From the table also, the majority of the respondents 27.56% and 28.13% strongly agreed and agreed respectively that First bank Plc Branches in Abuja leaders frequently used strict method of subversion contumely to manage the employees. 17.05% and 14.77% strongly disagreed and disagreed respectively, while 12.5% were undecided.

Table 3: Assessment of Internal Control

Items	5	4	3	2	1
Leaders in the branches of First Bank Nigeria Plc, Abuja control the work environment for achieving organizational goals	96(27.27)	89(25.28)	45(12.78)	69(19.60)	53(15.06)
Leaders in the branches of First Bank Nigeria Plc, Abuja promptly monitor the employees daily routine	110(31.25)	99(28.13)	39(11.08)	57(16.19)	47(13.35)
Leaders in the branches of First Bank Nigeria Plc, Abuja frequently control the organizational activities	119(33.81)	89(25.28)	42(11.93)	67(19.03)	35(9.94)

Source: Survey, 2019

From the above table, it was discovered that majority of the respondents strongly agreed (27.27%) and agreed (25.28%) to the statement that leaders in the branches of First Bank Nigeria Plc, Abuja control the work environment for achieving organizational goals. 19.60% strongly disagreed and 15.06% disagreed with the said statement while only 12.78% were undecided. It was also observed that the majority of the respondents, 31.25% and 28.13% strongly agreed and agreed respectively that leaders in the branches of First Bank Nigeria Plc, Abuja promptly monitor the employees daily routine. 16.19% and 13.35% strongly disagreed and disagreed respectively, while only 11.08% were undecided. From the table also, the majority of the respondents 33.81% and 25.28% strongly agreed and agreed respectively that leaders in the branches of First Bank Nigeria Plc, Abuja frequently control the organizational activities. 19.03% and 9.94% strongly disagreed and disagreed respectively, while 11.93% were undecided.

Table 4: Assessment of Performance

Items	5	4	3	2	1
Branches of First Bank Nigeria Plc, Abuja frequently achieves its goals in terms of its desire level of outputs	77(21.88)	101(28.69)	44(12.5)	82(23.29)	48(13.64)
Top management of First Bank Nigeria Plc, Abuja branches support actual goals in the organization	113(32.10)	99(28.13)	34(9.66)	66(18.75)	40(11.36)
Branches of First Bank Nigeria Plc, Abuja are effective in managing the bank	92(26.14)	89(25.28)	40(11.36)	77(21.88)	52(14.77)

Source: Survey, 2019

From the above table, it was discovered that majority of the respondents strongly agreed (21.88%) and agreed (28.69%) to the statement that branches of First Bank Nigeria Plc, Abuja frequently achieves its goals in terms of its desire level of outputs. 23.29% strongly disagreed and 13.64% disagreed with the said statement while only 12.5% were undecided.

It was also observed that the majority of the respondents, 32.10% and 28.13% strongly agreed and agreed respectively that top management of First Bank Nigeria Plc, Abuja branches support actual goals in the organization. 18.75% and 11.35% strongly disagreed and disagreed respectively, while only 9.66% were undecided.

From the table also, the majority of the respondents 26.14% and 25.28% strongly agreed and agreed respectively that branches of First Bank Nigeria Plc, Abuja are effective in managing the bank. 21.88% and 14.77% strongly disagreed and disagreed respectively, while 11.36% were undecided.

Table 5: Descriptive statistics of the Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PF	352	1.00	5.00	3.1136	1.57568
CT	352	1.00	5.00	2.7045	1.21162
SUP	352	1.00	5.00	2.4773	1.26064
Valid N (listwise)	352				

Source: SPSS, version 20.00

The mean value of PF is 3.22 and the standard deviation is 1.57. This shows the presence of an outlier as can be confirmed the difference between minimum value and maximum value. The mean value of CT is 2.70 and the standard deviation is 1.21. This shows the presence of an outlier as can be confirmed the difference between minimum value and maximum value. The mean value of SUP is 2.47 and the standard deviation is 1.26. This shows the presence of an outlier as can be confirmed the difference between minimum value and maximum value.

Table 10: Regression result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.845	.844	.62189

a. Predictors: (Constant), SUP, CT

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	736.480	2	368.240	952.148	.000 ^b
	Residual	134.975	349	.387		
	Total	871.455	351			

a. Dependent Variable: PF

b. Predictors: (Constant), SUP, CT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.056	.082		-.684	.494
	CT	-.876	.076	.674	-11.596	.000
	SUP	.323	.073	.258	4.448	.000

a. Dependent Variable: PF

Decision rule: 5%

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. The result also shows that internal control has negative effect on performance of branches of First Bank Nigeria Plc, Abuja. Also, supervision has positive effect on performance of branches of First Bank Nigeria Plc, Abuja. These effects are significant since the P-value are less than 5%. Thus, we can reject the null hypotheses and concluded that internal control has a negative and significant effect on the performance of branches of First Bank

Nigeria Plc, Abuja. Also, supervision has a positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja.

The $R^2 = 0.84$ indicates that only 84% of variation on leadership strategies (internal control and supervision) can be used to explain the performance of branches of First Bank Nigeria Plc, Abuja but 16% can be explained by other factors not noted in the regression model which is referred to as error term.

5.0 DISCUSSION OF FINDINGS

The study found out that leadership strategies have positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Other findings were that internal control has a negative and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Also, supervision has a positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. The study is in line with the findings of Muhammad, Muhammad, Saad, Muhammad and Mahmood (2017) who found that there is positive significant effect relationship between the variables. The study also disagreed with the findings of Hussanin Muhammed (2018) who found that there is no significant effect on the variables. The study is also in line with theory X.

6.0 CONCLUSION AND RECOMMENDATIONS

The study concluded that leadership strategies have positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Other findings were that internal control has a negative and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja. Also, supervision has a positive and significant effect on the performance of branches of First Bank Nigeria Plc, Abuja.

The study recommended that

Leaders of all branches of First Bank Nigeria Plc, Abuja should reduce internal control methods use in encouraging employees to change their attitude to work. They should re-strategies the control strategy to promote high performance in the organization.

Leaders of all branches of First Bank Nigeria Plc, Abuja should continue to adopt supervision principles or strategy in get thing done in the organization since it is positive and significant to enhance performance of branches of First Bank Nigeria Plc, Abuja.

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