

REVIEW ARTICLE

THE ROLE OF LEADERSHIP ON ORGANIZATION MANAGEMENT: A CASE STUDY OF FIRST BANK IN ABUJA METROPOLIS

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ABSTRACT

The primary objective of the study was to scrutinize the influence of leadership styles on organizational management, focusing on a case study of First Bank in Abuja Metropolis. Primary data sources were employed in the research. The study utilized a survey research design, and the Smart-PLS Regression technique was employed for data analysis. The findings of the study indicated that democratic, autocratic, and laissez-faire leadership styles had a positive and statistically significant impact on the performance of First Bank employees in the Abuja metropolis. Consequently, the study concluded that leadership style exerted a significant influence on the performance of employees in the selected Nigerian bank. The study recommended that organizations should adopt a democratic style of leadership and human management practices to encourage workforce commitment to their duties. While the study recognized that an authoritative leadership style bolsters performance, it was suggested that the organization should elucidate expectations and provide goals and standards to be achieved by the staff. The laissez-faire leadership style was proposed for adoption across all banks as it fosters visionary employees, provides freedom from interference, and simultaneously motivates employees with a high sense of responsibility.

KEYWORDS

Democratic, Autocratic, Laissez-Faire, Leadership Styles

1. INTRODUCTION

Effective leadership is crucial for organizational success, particularly in the banking sector (Asrar-ul-Haq and Kuchinke, 2016). The Nigerian banking industry is characterized by its dynamic and high-stakes nature, which calls for efficacious leadership styles to navigate the multifaceted challenges inherent in its operations (Ojokuku, Odetayo, and Sajuyigbe, 2013). In recent years, the Nigerian banking industry has experienced an array of organizational and ethical challenges, including instances of unethical banking practices, gratifications, high labor turnover, and the inability to fulfill basic required obligations (Ojokuku et al., 2013). These systemic issues indicate a possible deficit in effective leadership, as the management struggles to coordinate and motivate their workforce effectively (Asrar-ul-Haq and Kuchinke, 2016). The quality of leadership is paramount in an organization's quest to achieve its objectives, yet it often seems neglected within some banking institutions (Asrar-ul-Haq and Kuchinke, 2016). The crux of this paper is rooted in three pivotal research questions, each focusing on a distinct leadership style: authoritative, democratic, and laissez-faire (Chaudhry and Javed, 2012). These styles embody different approaches to leadership and are associated with varied outcomes in organizational management (Chaudhry and Javed 2012). The study aims to elucidate whether these leadership styles significantly impact the performance of First Bank in Abuja (Chaudhry and Javed 2012).

Specifically, the objectives of this study include determining the impact of an authoritative leadership style on organizational management, examining the implications of a democratic leadership style, and analyzing the effect of a laissez-faire leadership style. We seek to uncover the role

these leadership styles play in First Banks and explore whether these styles significantly impact the bank's management practices. To this end, we propose three hypotheses, each corresponding to a leadership style, positing that each style has no significant impact on organizational management.

Previous research provides a robust foundation for our investigation. The works among others, offer rich insights into the role and impact of leadership styles within the Nigerian banking sector (Fasola et al., 2013; Ojokuku et al., 2013; Issa and Akhigbe, 2021; Oghoghomeh and Ogbeta, 2014; Badara et al., 2014; Nwokocha and Iheriohanma, 2015). By building on these findings and exploring the stated research questions, this paper will contribute to a more nuanced understanding of the role of leadership in Nigerian banking institutions. Through a meticulous examination of the selected leadership styles and their efficacy, it seeks to shed light on ways to foster more effective leadership and, consequently, enhance organizational management within First Banks and the wider Nigerian banking sector. The following null hypotheses are formulated in line with the objectives of the study. They are.

1. H₀₁ Authoritative leadership style has no significant impact on organization management.
2. H₀₂ Democratic leadership style has no significant impact of organization management.
3. H₀₃ Laissez-fair leadership style has no significant impact on organization management.

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2. REVIEW OF RELATED LITERATURE

The centrality of leadership in organizational management has been extensively studied across various domains. The significance of leadership magnifies in high-stake sectors such as banking, where leaders are required to navigate through intricate financial landscapes, uphold ethical practices, and stimulate high performance. Leadership is a linchpin for effective management, playing a pivotal role in meeting organizational goals, coordinating employees, and directing resources towards enhanced efficiency and performance (Mansaray, 2019).

Numerous researchers have dedicated their work to studying the impact of leadership styles on organizational success. Researchers emphasize the importance of leadership practices that foster healthy interpersonal relations at work and lucidly defines the leader's role in an organization (Mirzani, 2023). A study on the effect of leadership styles on employees' attitude and performance concludes that leadership styles significantly influence employees' performance and their attitude towards their leaders (Asrar-Ul-Haq and Kuchinke's, 2016). Building on this, researchers propose that leadership serves as a key predictor of creativity and innovation at the employee, team, and organizational levels (Sari, Mulyani, and Sari, 2020). They further emphasize the importance of leadership in large-scale managerial operations. According to recent study, leadership serves as a vital instrument for translating strategies into efficient operations (Lertpongmane, 2021).

Building on this, examined the impact of transactional and transformational leadership styles on organizational commitment within Nigerian banks (Fasola et al., 2013). They found that transactional leadership, characterized by clear expectations and rewards, resonated more effectively within these contexts. In contrast, proposed a blended approach of transformational and democratic leadership styles for enhanced performance in an increasingly competitive global environment (Ojokuku et al., 2013). These findings suggest a balanced approach to leadership that caters to both organizational and employee needs are beneficial within the banking sector. Previous research highlighted the emerging interest in leadership intelligence within the banking sector and its impact on organizational performance (Issa and Akhigbe, 2021). They proposed that enhancing leadership intelligence significantly improves an organization's reputation and goal achievement. This emphasizes the need for ongoing leadership development and suggests that investing in leadership competencies could lead to significant gains in organizational performance.

Moreover, effective corporate governance is essential for organizational success. Leaders' ethical conduct, strategic decision-making, and governance styles are crucial in maintaining high governance quality (Oghoghomeh and Mercy, 2014). Leadership succession also plays a critical role in organizational performance. Other studies found a positive relationship between effective leadership transitions and organizational stability and performance (Badara, Johari, and Yean, 2014). In line with this, found that leadership style could significantly influence employee retention rates, which subsequently affects organizational performance (Nwokocho and Iheriohanma, 2015). Collectively, these studies underscore the profound role of leadership in organizational management. They highlight the importance of leadership styles, leadership intelligence, corporate governance, effective leadership succession, and leadership's impact on employee retention for optimal organizational performance. By adopting a comprehensive approach to leadership styles and continuously developing leadership intelligence, organizations can enhance their performance, foster a culture of continuous learning and adaptability, and build trust among stakeholders through good corporate governance. Effective leadership transition planning can also ensure organizational stability, while the adoption of leadership styles that foster employee loyalty can influence overall organizational performance positively. In conclusion, this comprehensive review of literature illustrates the multi-dimensional role of leadership in organizational management, particularly in the Nigerian banking sector. Further investigations within First Banks, Abuja, are expected to provide a more nuanced understanding of how leadership dynamics influence the bank's performance.

3. METHOD

This section deals essentially with the methodology used in relation to the study. It contains research design; population of the study, sample size and sampling technique, method used in collection of data, instrument of data collection, variables measurement, validity and reliability of instrument and procedure for data analysis that will be used.

3.1 Research Design

Cross-sectional survey research design will be adopted in this study because it is a relevant design to ascertain how leadership styles affect performance of First Banks in Abuja Metropolis at a period. Furthermore, questionnaire will be designed as the instrument of data collection for this study. This research design was chosen because of its ability to reduce any bias and the collection of authentic data import for data analysis.

3.2 Population and Sample Size of the Study

The targeted population of this study comprises management staff of a bank in Abuja metropolis. 271 staff members were identified and served as the population for this study.

3.3 Techniques for Data Analysis

Data analysis for this study was conducted in two primary segments. The initial segment entailed preliminary analysis, encompassing descriptive statistics and an examination of the demographic characteristics of the respondents. Following comprehensive data collection, the subsequent phase involved preparation for data analysis. The Statistical Package for the Social Sciences (SPSS) version 20 was utilized for data coding, data screening, and the execution of other preliminary analyses. This choice was deemed suitable due to SPSS's capabilities to manage, analyze, and interpret raw primary data efficiently. Furthermore, SPSS facilitated the coding and screening process, enabling the researcher to detect and replace any missing values through frequency distribution analysis. As part of the data preparation process, several steps were followed to ensure the cleanliness and validity of the data. First, the collected data was coded and entered into the SPSS system. Second, a thorough screening was conducted to identify and replace any missing values using frequency distribution. This step was crucial in maintaining the integrity of the dataset, ensuring that the subsequent analysis was grounded in complete and accurate information.

In addition to these preliminary steps, several diagnostic checks were performed to ascertain the validity of the regression assumptions. These checks included examinations of normality, multicollinearity, heteroscedasticity, and model specification, among others. These checks were vital to ensure the validity of the regression analysis and the reliability of its outcomes. Subsequently, a regression analysis was carried out to test the impact of the independent variables on the dependent variable. The regression results were interpreted by comparing the probability value of individual constructs, establishing whether they significantly impacted the outcome variable. In summary, the data analysis approach adopted in this study was comprehensive and robust, ensuring the validity and reliability of the findings. Utilizing SPSS version 20 allowed for an efficient and precise analysis, thereby ensuring that the results provide a clear and accurate understanding of the study's variables and their relationships.

3.4 Instrument of Data Collection

A questionnaire was used to measure the three leadership styles under investigation: autocratic, democratic, and laissez-faire. Each style was represented by six items within the 18-item scale. The responses were gauged on a five-point Likert scale, with '1' denoting 'strongly disagree' and '5' representing 'strongly agree.' For gauging the performance of the firm, a subjective approach was implemented, relying on the perceptions of the owner/managers as respondents. The Business Performance Questionnaire, developed by Wu (2009), served as the primary tool for this measurement. This instrument, a part of a multi-dimensional business performance questionnaire, provided a comprehensive evaluation of the firm's performance. Responses were again measured using a five-point Likert scale, ranging from '1' (strongly disagree) to '5' (strongly agree). The questionnaire design incorporated closed-ended questions, which facilitated the standardized collection of data and straightforward analysis. The uniform use of the five-point Likert scale across all questions ensured the consistency of responses, further aiding in the accurate interpretation and analysis of data. By employing these robust instruments, the study could effectively capture the nuances of leadership styles and their impact on organizational performance.

3.5 Model Specification

Multiple regression was employed to ascertain the cumulative influence of three independent variables - authoritarian leadership style (ALS), democratic leadership style (DLS), and laissez-faire leadership style (LLS) - on the dependent variable, namely the performance of Small and Medium Enterprises (SMEs). The equation for multiple regression is illustrated as follows:

Thus, $SP = \alpha + \beta_1 ALS + \beta_2 DLS + \beta_3 LLS + e$ (i)

Where:

SP= Bank Performance

ALS= Authoritarian leadership style

DLS= Democratic leadership style

LLS= laissez-fair leadership style

α = Constant

β = Regression Coefficient

ϵ = Error term

4. RESULT AND ANALYSIS

This section presents the result of the analyzed data. The descriptive statistics of the respondents are presented in this section. The effect of authoritarian leadership, democratic leadership and Laissez-fair leadership on performance of First Banks in Abuja metropolis.

4.1 Data Presentation and Analysis

Questionnaire	Frequency	Rate (%)
Distributed Questionnaires	203	100
Returned Questionnaires	153	83
Unreturned Questionnaires	32	17
Deleted Questionnaires	11	7
Usable Questionnaire	142	77

There were 185 distributed questionnaires, out of which 153 questionnaires were retrieved from respondents, and this constitutes 83% of the distributed questionnaires. This means thirty-two were not returned to the researcher, while eleven copies were detected as outliers and were deleted from the data set. Finally, only 142 copies were used for final analysis, which comprises 77% of the total distributed questionnaires. This is considered as being appropriate for the study.

4.1.1 Preliminary Analysis

Data cleaning was carried out so as to enable the researcher arrive at very sound statistical findings (Tabachnick et al., 2013). The data collected were screened for missing values, outliers and multicollinearity (Hair et al., 2009).

4.1.2 Missing Values

Missing value has been a common problem when analyzing data (Tabachnick and Fidell, 2013). It is necessary to check for missing values and replace them if there are any. A recent study argued that researchers should use 10% as the maximum missing values that can be allowed (Hair et al., 2009). However, in the case of this study, the missing value constitutes just 0.8 percent of the total data points, as there are 5,180 data points and only 59 values are missing. Since, the missing values in this study are far less than 10 percent, it is assumed that missing value is not a problem in this study. However, the missing values were replaced by means of mean substitution, as they occurred at random.

4.1.3 Assessment of Outliers

An outlier is a case with such an extreme value that can distort the findings of a study (Tabachnick and Fidell, 2013). This study utilized Mahala Nobis distance (D^2) to detect outliers since the study is concerned with multivariate analysis, using 0.001 level of significance (Hair et al., 2009). The Mahala Nobis distance (D^2) is a method that measures each observation's distance in multidimensional space from the mean center of all observations, providing a single value for each observation no matter how many variables are considered (Hair et al., 2009). 11 cases using Mahala Nobis distance (D^2) were detected as outliers and were screened out from the data set. As a result, only 142 remaining cases were used for further analysis.

4.1.4 Multicollinearity Test

It is important to test for multicollinearity, as it may distort the findings of a research. Multicollinearity exists where two or more independent

variables are highly correlated (Hair et al. 2009). This study utilized variance inflation factor (VIF) and tolerance value to test for multicollinearity (Kothari and Garg, 2014). According to Kothari and Garg (2014), a VIF figure above ≥ 5 shows multicollinearity. On Table 2, it is clearly seen that all the VIF coefficient are less than 5. Thus, the independent variables in this study are not highly correlated, hence, it is assumed that the study is free from the problem of multicollinearity.

Construct	Tolerance	VIF
Authoritarian leadership	0.85	1.18
Democratic leadership	0.86	1.17
Laissez-fair leadership	0.75	1.34

4.1.5 Demographic Statistics

This section presents demographic statistics based on the demographic characteristics of respondents. The demographic characteristics include gender distribution of the respondents, educational distribution, age distribution and the number of years respondents have been patronizing their various banks. The results is presented in Table 3.

	Frequency	Percentage	Cumulative Percentage
Gender			
Male	101	72.0	72.0
Female	141	28.0	28.0

Table 3 presents the result of the demographic characteristics of the respondents of this study. As seen on Table 3, there are more males than females among the respondents of this study. 72% of the total respondents of this study are males, while the remaining 28% are females. It can therefore be said that there are more male respondents than female respondents in this study.

Characteristics	Frequency	Percentage	Cumulative Percentage
Qualification			
O-Level	14	9.8	9.8
ND	29	20.4	30.2
HND/B.Sc./B. A	75	52.8	83.0
Post Graduate	17	12.0	95.0
Others	07	5.0	100.0

On Table 4, 9.8% of the total respondents of the study are O-level holders, while, 30.2% of the total respondents of this study are National Diploma (ND) holders. On the other hand, 52.8% of respondents are first degree holders, while, 12% are second degree holders. Finally, 7% of the total respondents of this study have other degrees not specified on Table 3. There are more first-degree holders among the respondents of this study.

Characteristics	Frequency	Percentage	Cumulative Percentage
Age			
Under 18	-	-	-
18-25	15	10.5	10.5
26-30	57	40.1	50.6
31-35	58	41.0	91.0
Above 35	12	9.0	100

As seen on Table 5, none of the respondents of this study fall below 18 years. 10.5% of respondents are between the ages of 18 to 25, while 40.1% are between the ages of 26 to 30. On the other hand, 41.0% of the respondents are between the ages of 31 to 35, while 9% of the total respondents of this study are above age 35. It is therefore noticeable that most of the respondents of this study are above 18 years. 81

4.1.6 Descriptive Statistics of Variables of the Study

This section provides descriptive statistics of the variables of the study, using mean and standard deviation. The result is presented on Table 6.

Table 6: Descriptive Statistics of Variables			
Variables	Sample	Mean	Std. Deviation
Authoritarian leadership	142	3.64	1.12
Democratic leadership	142	3.27	1.12
Laissez-fair leadership	142	3.41	0.98
Performance	142	3.43	1.00

4.1.7 Construct Reliability and Validity

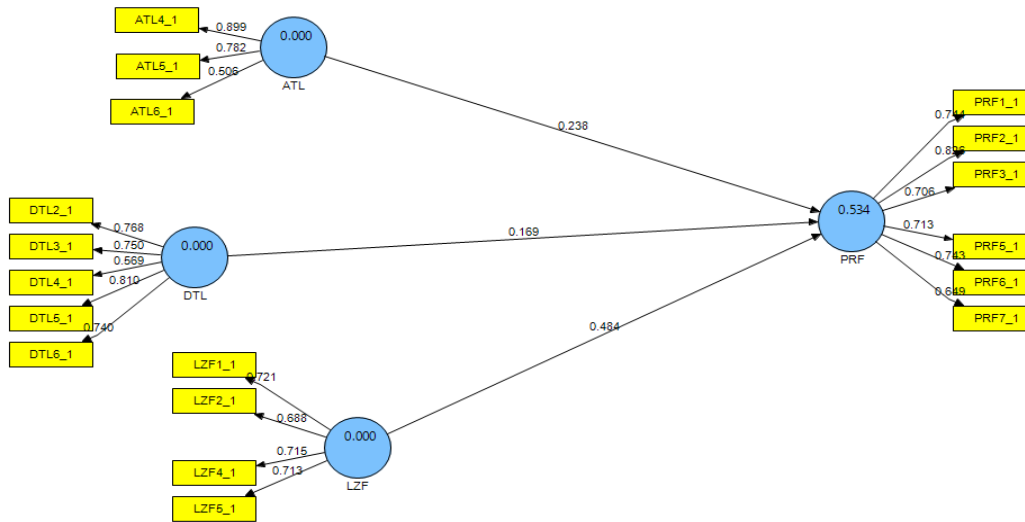


Figure 1: Measurement model

Table 7: Construct Reliability and Validity

Construct	Items	Loadings	AVE	CR
Performance	PRF1	0.74	0.54	0.87
	PRF2	0.83		
	PRF3	0.71		
	PRF5	0.71		
	PRF6	0.74		
	PRF7	0.65		
	Authoritarian leadership	ATL4		
	ATL5	0.84		
	ATL6	0.68		
Democratic leadership	DTL2	0.77	0.54	0.85
	DTL3	0.75		
	DTL4	0.57		
	DTL5	0.81		
	DTL6	0.74		
	Laissez-fair leadership	LZF1		
	LZF2	0.69		
	LZF4	0.72		
	LZF5	0.71		
	LZF3	0.50		

As per the guidelines provided by Hair et al., (2009), any loadings that fall below the threshold of 0.5 are considered insufficient. In Table 7, it is evident that all listed items have loadings exceeding 0.5, validating their retention for further analysis. However, specific items, namely PRF4, PRF8, PRF9, PRF10, ATL1-3, DTL1, LZF3, and LZF6, were eliminated due to their inadequate loadings.

Furthermore, each construct in Table 7 exhibits a composite reliability coefficient surpassing 0.7, and the Average Variance Extracted (AVE) for all constructs meets or exceeds the minimum threshold of 0.5 as suggested by (Tabachnick and Fidell, 2013). This signifies that the data collected for this study is both reliable and valid.

Table 6 provides a statistical summary of the variables in the study - authoritarian leadership style, democratic leadership style, laissez-faire leadership style, and bank performance. These variables were all quantified using a five-point Likert scale. As indicated in Table 4, the average response for the authoritarian leadership style was 3.64, with a standard deviation of 1.12. For the democratic leadership style, the average response was 3.27, with a standard deviation of 1.12, signifying moderate agreement among respondents regarding the statements on democratic leadership style. The laissez-faire leadership style showed an average response of 3.41 and a standard deviation of 0.98, suggesting respondents were moderately in agreement with the statements about this leadership style. Lastly, performance had an average response of 3.43 and a standard deviation of 1.00, leading to the conclusion that respondents showed a moderate level of agreement with the performance-related statements.

The next phase involved testing the discriminant validity of the data. The results of this evaluation are presented in Table 8.

Note: The bolded diagonal numbers represent the square root of the AVE of each latent construct.

Table 8: Discriminant Validity using Fornell-larcker criterion

		1	2	3	4
1	Authoritarian Leadership	0.75			
2	Democratic Leadership	0.43	0.73		
3	Laissez-fair Leadership	0.47	0.44	0.71	
4	Performance	0.54	0.48	0.67	0.73

Table 8 delineates the results pertaining to discriminant validity. The values in bold signify the square root of the Average Variance Extracted (AVE) corresponding to each latent variable.

For the authoritarian leadership variable, the square root of the AVE is 0.75, with all other correlations falling below this value. Similarly, for democratic leadership, the square root of the AVE is 0.73, with all other variable correlations presenting below this level. The square root of the AVE for laissez-faire leadership stands at 0.71, with all other correlations also maintaining values below 0.71. Lastly, the performance variable has an AVE square root of 0.73, and all its correlating variables showcase values less than 0.73.

This discriminant validity examination using the Fornell-Larcker criterion, as represented in Table 8, confirms that the collected data possesses sufficient discriminant validity.

4.1.8 Bootstrapping Analysis

It is important to carry out a bootstrapping analysis to determine the direct effect of the exogenous variables on the endogenous variable of the study. Bootstrapping was done by using 5000 subsamples using 142 cases. Figure 2 shows the structural model of the study.

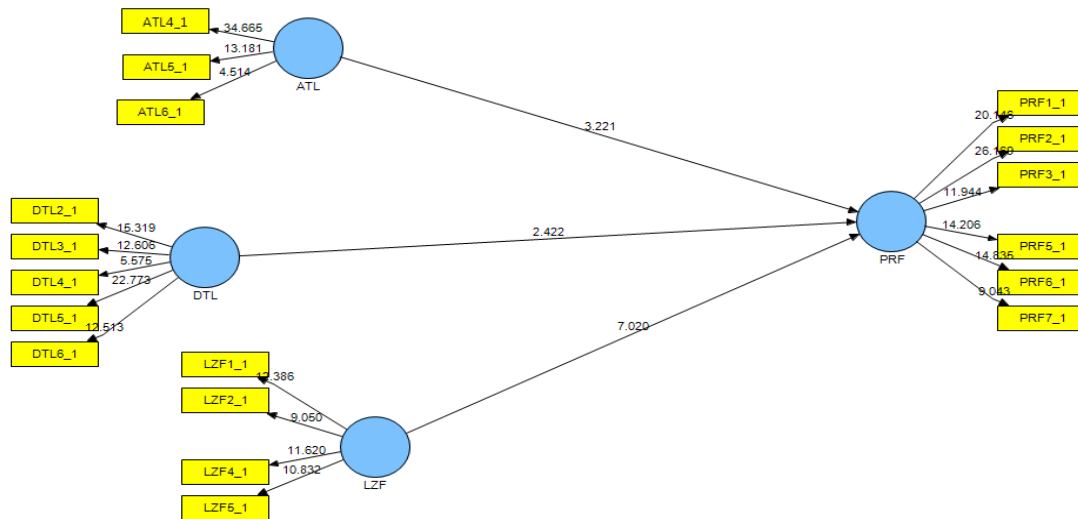


Figure 2: Full Structural Model

4.2 Test of Hypotheses

The study tested for the effects of leadership styles proxied by authoritarian, democratic and laissez-faire leadership styles on the performance of First Bank in Abuja metropolis. Thus, testing hypotheses 1, 2 and 3. Table 9 presents the result of the test of hypotheses.

Hypotheses	Beta Value	Standard Error	T Stat	Decision
H ₁ : ATL->PRF	0.24	0.07	3.22***	Rejected
H ₂ : DTL->PRF	0.17	0.07	2.42**	Rejected
H ₃ : LZF->PRF	0.48	0.07	7.02***	Rejected
Adjusted R ²	53%			

*** p< 0.01; **p< 0.05; *p <0.1

Authoritarian leadership has positive relationship with the performance of First Bank in Abuja metropolis. Authoritarian leadership is significant at less than 1% ($\beta=0.24, p<0.01$). Therefore, a unit increase in authoritarian leadership will lead to 24% increase in the performance of First Bank. Thus, H₁ that states that authoritarian leadership has no significant impact on First Bank performance in Abuja metropolis is rejected. Democratic leadership on the other hand, has positive significant relationship with First Bank performance ($\beta=-0.17, p<0.05$). Thus, the researcher rejects H₂ that states that democratic leadership style has no significant impact on bank performance. Finally, laissez-faire leadership style has positive significant relationship with bank performance at less than 1% significant level ($\beta=0.48, p<0.01$). It can be said that a unit increase in laissez-faire leadership will lead to 48% increase in First Bank performance. Consequently, H₃ that states that laissez-faire leadership has no significant impact on bank performance LGAs is also rejected.

Adjusted R square for the present study is 53%. This means 53% variance in the performance of First Bank is explained by the combination of autocratic leadership style, democratic leadership style and laissez-faire leadership style. Table 10 was used to determine the effect size of the independent variables of the study on the dependent variable, assessed through f^2 .

4.3 Effect Size of Exogenous Variables

Construct	f^2	Effect Size
Autocratic Leadership	0.09	Small Effect
Democratic Leadership	0.04	Small Effect
Laissez-faire Leadership	0.32	Medium Effect

Table 10 shows the effect size of autocratic leadership, democratic leadership and laissez-faire leadership on First Bank performance. Both autocratic and democratic leadership styles have small effect on the performance of First Bank in Abuja metropolis. On the other hand, laissez-faire leadership has medium effect on the performance of First Bank in

Abuja metropolis. Therefore, in the model of this study, laissez-faire is the most important predictor of bank performance.

4.4 Predictive Relevance of Exogenous Variables

The study utilized the Stone-Geisser’s Q² value to assess the predictive relevance of the exogenous variables. The result is presented in Table 11.

Construct	SSO	SSE	Q ² = 1-SSE/SSO
Customer Satisfaction	852.000000	611.878138	0.28

Source: SMART-PLS Output, 2018.

Note: SSO represents Sum of squared of observed omitted values; SSE represents Sum of Squared Error

Table 11 presents the result of cross-validated redundancy of the model. Q² is greater than zero which shows the predictive relevance of the path model. The model has medium degree of predictive relevance on bank performance (Cohen, 1988).

4.5 Discussion of Findings

4.5.1 Impact of Autocratic Leadership Style on Organizational Management

The autocratic leadership style has been observed to have a significant impact on the performance of First Bank in the Abuja metropolis. It was deduced from the study that this style of leadership markedly influences employee performance in First Bank. In specific terms, a one-unit increase in the autocratic leadership style results in a 24% improvement in employee performance. This finding demonstrates that autocratic leadership has a substantial positive influence on employee performance in First Bank in Nigeria, which aligns with Belas's (2013) work where a positive and significant correlation between autocratic leadership style and organizational management was found (Belas's, 2013).

4.5.2 Influence of Democratic Leadership Style on Organizational Management

In a similar vein, the democratic leadership style was found to significantly predict the performance of First Bank in the Abuja metropolis. The analysis from the study suggests that a significant and positive relationship exists between the democratic leadership style and organizational management. With a coefficient of 0.17 and a p-value of 0.000, a one-unit increase in the democratic leadership style would enhance organizational management by a factor of 0.77. This suggests that the democratic leadership style has a significant positive impact on organizational management, which is consistent with the findings of (Akoma, 2014; Abdulazeez, 2014).

4.5.3 Effect of Laissez-faire Leadership Style on Organizational Management

Lastly, the laissez-faire leadership style was determined to have a significant effect on the performance of First Bank in the Abuja metropolis.

This style of leadership emerged as the most potent predictor of bank performance according to the study's model. The research analysis indicates a significant and positive relationship between the laissez-faire leadership style and organizational management, with a coefficient of 0.48 and a p-value of 0.000. Consequently, a one-unit increase in the laissez-faire leadership style would correspondingly increase organizational management by a factor of 0.48. This denotes that the laissez-faire leadership style has a significant positive impact on the management of First Bank, as observed during the research period.

5. SUMMARY

This is a comprehensive summary of a research study investigating the role of leadership styles (authoritarian, democratic, and laissez-faire) on organization management, specifically in the banking sector in Abuja. However, there is room for further exploration. In the conclusion section, the research indicates significant and positive impacts of all three leadership styles on bank performance. It might be helpful for future studies to explore the comparative effectiveness of these leadership styles - in other words, whether one style tends to yield better results than the others. Also, while the recommendations derived from the findings seem logical, they do not provide specific guidance on how to implement these leadership styles effectively. For example, how can a firm successfully transition from one leadership style to another? How should organizations handle the resistance that may emerge during such a transition? What specific steps can organizations take to facilitate this process? Moreover, the recommendations assume that all three styles are universally effective, which may not be the case. Different styles may be more or less effective depending on the unique context and culture of each organization. Thus, future research could investigate how specific organizational characteristics influence the effectiveness of different leadership styles. Lastly, the study focused on banks in Abuja, which might limit the generalizability of the findings. It would be interesting to conduct similar research in different locations and sectors to compare and contrast the results. In conclusion, this study offers valuable insights into the impact of leadership styles on organization management. However, more research is needed to provide more nuanced and practical recommendations for organizations seeking to improve their leadership practices.

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