

# **AN INQUIRY INTO THE INFLEUNCE OF STRATEGIC LEADERSHIP IN NIGERIA'S BANKING SECTOR**

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Dissertation Supervisor: DR RYAN GARRET

**Student Name: MARVIN CHIDINMA ONOGBO**

**Student Number: GU3014073**

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## **CANDIDATE DECLARATION**

**Candidate Name: MARVIN CHIDINMA ONOGBO**

I certify that the dissertation entitled:

**“AN INQUIRY INTO THE INFLEUNCE OF STRATEGIC LEADERSHIP IN NIGERIA’S BANKING SECTOR”** submitted for the degree of **MSc in International Business Management** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

**Candidate signature: Marvin Onogbo**

**Date: 3<sup>RD</sup> September 2021**

**Supervisor Name: Dr Ryan Garret**

**Supervisor signature:**

**Date:**

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## **ABSTRACT**

This research studies the influence of strategic leadership on employee productivity in Nigerian banks. Contemporary human resource management challenges has shifted the emphasis of leadership to strategic leadership. While leadership is inspiring people towards achieving goals, strategic leadership is the purposeful motivation and driving people to achieve goals. Firms need productivity, thus strategic leadership is more important. This research discovers essential skills for strategic leaders amongst Nigerian banks. The research adopts qualitative methodology which collects data through interviews. The researcher conducted interviews with 7 bankers across different banks in Nigeria. The research discovers that strategic leaders have skills necessary for change management, innovation and creativity, goal attainment and employee productivity. Strategic leaders used communication, interpersonal relationships, teamwork, exploring strengths/weaknesses and supervision to drive employees towards achieving goals. The research also reveals the value of exemplary leadership. Exemplary leadership motivated and taught employees through their actions, they built positive habits and work ethics amongst employees. Thus, exemplary leadership was amongst the most significant discovery in this research that enhanced employee productivity. The research thus recommends amongst other things, that leaders imbibe strategic leadership skills to effectively motivate employees to productivity.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

|        |                                   |
|--------|-----------------------------------|
| FCMB - | First City Monument Bank          |
| GDP -  | Gross Domestic Product            |
| HRM -  | Human Resource Management         |
| ILO -  | International Labour Organisation |
| KPI -  | Key Performance Index             |
| ROI -  | Return on Investment              |
| UBA -  | United Bank of Africa             |

## **CHAPTER ONE**

### **BACKGROUND**

#### **1.1. Introduction**

This research examines the impacts of strategic leadership on employee productivity in Nigeria's banking sector. There are different types of leadership i.e religious, commercial, family, societal etc. However, this research focuses on organisational leadership. This chapter provides the background of the study including research purpose, context, questions and objectives.

#### **1.2. Research Purpose**

The central purpose of this research is to investigate the influence of strategic leadership on employee productivity in the Nigerian banking sector; therefore, establishing the impact the former has on the latter and discovering ways which strategic leadership can be enhanced for improved employee productivity in the banking sector as well as other sectors in Nigeria.

The Nigerian banking industry is amongst the most profiting sectors in the country, recording a total of \$ 600 billion in returns in 2020 (Mustapha, Rashid, Bala et al., 2020); this makes the industry the third-highest contributor to the country's GDP (Bebeji, Mohammed and Tanko ,2015). Okoye, Olokoyo, Okoh et al (2020), note that despite the recession caused by the COVID-19 lockdown and restrictions of activities, the Nigerian banking sector was the second least affected, growing at a remarkable rate of 3.6% per month (Mustapha, Rashid, Bala et al, 2020). Furthermore, due to the need to cut costs, several other industries in Nigeria like the telecommunications, hospitality, and manufacturing sector decided to downsize their staff; however, the Nigerian banking sector had no record of downsizing, the reason was that the banking sector relied on the productivity of staff, and sees them as an essential factor in the successful operations of individual banks (Okoye, Olokoyo, Okoh et al., 2020).

Employee productivity was high among staff in the banking sector, Okoye, Olokoyo, Okoh et al. (2020), Mustapha, Rashid, Bala et al., (2020), report that Access Bank, UBA, and First bank recorded an increase in employee productivity from 57,60 and 63%/, to 63%, 65%, and 70% respectively in the last quarter of 2020. Several factors have been responsible for this, such as good motivation, sufficient rewards, training, and development, etc. However, fewer

discussions and investigations have been made on the influence of strategic leadership in driving employee productivity. Mustapha, Rashid, Bala et al., (2020), note that the general managers of Nigerian Banks were amongst the best in sub-Saharan Africa who have traits and skills of Strategic leaders. Furthermore, strategic leadership does not only pertain to general managers but also departmental, and unit heads. Thus, it can be said that employees' productivity in the Nigerian banking industry can be linked to strategic leadership. However, this is yet to be substantiated as a paucity exists of research investigating the influence of strategic leadership on employee productivity. Thus, the study seeks to empirically discover the relationship between strategic leadership and employee productivity by drawing evidence from the Nigerian banking sector.

### **1.3. Research Context**

Leadership is often defined as motivating, inspiring, and directing people towards achieving a common goal and objective (Alio, 2013). Leadership is a critical aspect of any organisation, as, without it, there is bound to be a lack of direction and coordination. Thus, leadership is essential for the proper administration of an organisation. Organisational culture is also dependent on leadership (Blettner, Chaddad and Bettis, 2012). The leader's role is to promote a positive organisational culture that enhances knowledge-sharing, strengthens employees' loyalty, fosters harmony amongst departments, and further improves the organisation's overall performance (Carter and Greer, 2013).

In more recent years, the organisation's attention has surpassed focusing on leadership to emphasise strategic leadership; this is due to the need to develop a high calibre of people who have a mindset of organisational productivity and performance (Ford and Ford, 2012). Strategic leadership thus entails the act of mobilising employees to achieve a common goal centred on organisational performance and success. Hambrick and Quigley (2014), explain that several challenges in the marketplace led to the rise of strategic leaders, challenges associated with competitors, stark rivalry, economic downturns, profit maximisation, and efficient utilisation of resources propelled organisations to seek strategic leadership. Therefore, strategic leadership is concerned with galvanising organisational resources to achieve goals and objectives, which often involve profit-making goals.

Employee productivity measures the performance of an employee in meeting up to goals and objectives. The productivity metric evaluates staff ability to efficiently complete tasks using

resources. Productive employees achieve tasks within a particular time frame and with the set standards (Dastane, 2020).

Employee productivity is the outcome of Strategic leadership; Udovita (2020), explains that strategic leaders can stir employees into better actions, thus enabling them to achieve organisational goals. Likewise, Hasmin (2017), notes that strategic leadership focuses on employee productivity; employees have the cognitive and technical strength to perform tasks, leading to business success.

Employee productivity has been the core focus of human resource management: "the higher the productivity rate, the higher the organisation's outcome" (Carter and Greer, 2013; Hambrick and Quigley, 2014). For instance, if staff produce more quality goods in a particular period, this provides more quality goods for the company to sell. Also, if staff market more products and get them sold within a particular period, this provides profit for the company; thus, employee productivity is essential for organisational success.

Strategic leadership focuses on several ways to ensure that employees are developed and equipped with the right skills to enhance their productivity and foster overall success.

From the above explanations, it is established that strategic leadership has an impact on employee productivity; however, most of the studies establishing the impact between the two are theoretical without empirical substantiations; thus, this study tries to empirically investigate the influence of strategic leadership on employee productivity in Nigeria' banking sector

#### **1.4. Research Questions**

Based on the above, the research questions are;

- i. What are the observable strategic leadership skills in the Nigerian banking sector?
- ii. How does strategic leadership influence employee productivity in the Nigerian banking sector?

#### **1.5. Research Objectives**

Evidence from other studies revealed the impact of strategic leadership on employee productivity; studies like Carter and Greer (2013); Kim, Kang, and Park (2014), have concluded that strategic leaders were able to align employees towards goal attainment and achievement, thus enhancing the fortunes of the company. Likewise, Dastane (2020); Hasmin

(2017) have discovered that strategic leaders gave prime importance to employee training and development, which equipped employees with the relevant skills for carrying out tasks, and further increased their motivation, thus driving them towards productivity. However, these studies are foreign to Nigeria.

Furthermore, from the literature review, fewer studies exist that investigate the influence of strategic leadership on employee productivity in Nigeria. Thus, the research objectives are formulated to fill in the gaps identified. The research objectives are;

**i. To critically investigate strategic leadership skills among leaders in the Nigerian banking sector**

Alio (2013) notes that for leaders to be successful, they must possess some essential skills and attributes, such as vision orientation, interpersonal skills, intellectual and conceptual skills. However, most research dwells on leadership skills and not strategic leadership skills. Therefore, this study investigates the strategic leadership skills found among leaders in the Nigerian banking sector.

**ii. To critically investigate the impact of strategic leadership on goal attainment**

Hambrick and Quigley (2014); Kim, Kang, and Park (2014), note that strategic leaders aligned human and material resources to company goals and objectives. However, how this was done was not explained. Thus, this research will investigate how strategic leadership mobilises human and material resources to achieve goals and objectives.

**iii. To critically examine the influence of strategic leadership on employee productivity.**

The third objective seeks to study how strategic leadership enhances the productivity of staff. Alio (2013); Hambrick and Quigley (2014); Carter and Greer (2013) cite many factors that impact the productivity of staff. However, strategic leadership has not been well researched in terms of Nigerian banks; thus, this research objective will investigate the empirical ways by which strategic leadership impacts the productivity of staff.

## **1.6. Justification of the Study**

Research on strategic leadership is essential for empirically studying the skills and traits of Strategic leaders to develop frameworks that can be adopted in academia and business practice. Empirically studying the impact of Strategic leadership will thus improve on existing

knowledge of leadership. Therefore, the justification of this study is related to those; as mentioned earlier, this study will empirically investigate the strategic leadership skills that leaders and managers in the Nigerian banking sector possess. Thus, using the findings develops models and theories for business and Academic practitioners on how strategic leadership can be developed, enhanced, and improved to increase the organisation's fortunes. Furthermore, by critically examining the relationship between strategic leadership and employee productivity, the researcher will fill in the gap in the existing literature and provide empirical evidence that supports the value of Strategic leadership. Carter and Greer (2013) notes that goal attainment and achievement are necessary for organisational success. Thus, this research will study the approaches strategic leaders take towards achieving goals; this will aid in advancing the importance of strategic leadership and increase the avenues for Strategic leadership development in Nigerian Banks.

### **1.7. Outline of Methodology**

This section provides an outline of the research methodology. Chapter three contains the detailed methodology. The research methodology is constructed using Saunders et al (2012) research onions. The basic methods adopted for this study includes;

**Research Paradigm:** the paradigm provides the system adopted for knowledge acquisition. This research adopts interpretivism

**Research Approach:** Research approach details the framework for analysis of data and justification of findings. This research adopts inductive research approach

**Research Design:** The research design details the type of data needed to answer the research question. This research adopts qualitative research.

**Research Strategy:** This details the method adopted for data collection. This research adopts qualitative interviews

**Instrument of data collection:** The study collects data through semi-structured interviews

**Types of data:** The research collects two types of data; primary and secondary.

**Methods of Data Analysis:** The research adopts thematic approach to data analysis.

Overall, the research is qualitative research which seeks to understand the influence of strategic leadership on employee productivity. Thus, qualitative techniques are adopted; these includes narrative and commentary frameworks to data collection and analysis. Furthermore, the research gets detailed and in-depth findings concerning strategic leadership skills.

### **1.8. Research Outline**

This research is subdivided into five chapters

Chapter one is the introductory chapter which lays the foundation of the research. Chapter two provides the literature review, which critically evaluates existing literature in relation to the research objective. The literature review also provides the conceptual framework that gives a harmonised framework for integrating all study elements. Chapter three provides the methodological framework for data collection and analysis. Chapter four discusses the data and research findings. Chapter five concludes the research.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

This section provides the literature review, which examines, discusses, analyses, compares, and critiques existing studies in relation to the research objectives. The literature review is conducted to offer a critical analysis of existing text, thus enabling the researcher to identify gaps to fill and further develop the conceptual framework. The section is structured into conceptual, theoretical, and empirical reviews.

#### 2.2. Concept of Strategic Leadership

Despite the importance of Strategic leadership, many scholars are significantly divided over its definition and scope (Abdul Rahman, Othman, Yajid, et al., 2018). Several opinions have trailed the definition, study, and scope of strategic leadership. Some scholars Deeboonmee and Ariratana (2014); Al-Ansaari, Bederr and Chen (2015), limit the definition and Scope of Strategic leadership, noting that strategic leadership is defined as all activities directed towards giving purpose to the organisation these activities are mainly done by management was saddled with the responsibility of communicating shared values, making clear visions for the employees to follow fact-based and achievable decisions. Thus, this view notes that strategic leadership is concerned or focused on a small group of people popularly known as the executives, board of directors, and top management teams who are saddled with the organisation's overall administration (Strand, 2014 and Lord, 2016).

Though this definition is true to some extent, the making of goals and policies that enhanced organisational success was the main responsibility of management. This opinion, however, was criticised by scholars like Shoemaker, Krupp, and Howland (2013); Leiblein (2011), who note that limiting strategic leadership to a particular group of people implies that strategic leadership is not for all but can only be performed by a group of people. This is however false, as in many organisations, employees and low-level staff have displayed attributes of Strategic leadership.

As such, scholars like Leiblein (2011), defines strategic leadership concerns and can be exercised by all who can display the unique capacity and capability of envisioning, anticipating and thinking in a goal-oriented manner, maintaining flexibility, generating high innovative

ideas and empowering employees towards high performance. This definition and scope of Strategic leadership is more acceptable. Hence, it was built up by Udovita (2020), who explains that strategic leadership was to discern opportunities that are available in the environment and channel employee effort towards maximising those opportunities, thereby ensuring that organisations maximise their potentials and achieve high profit.

Carter and Greer (2013), explain that strategic leadership is concerned with stirring up capabilities as well as creating a sense of direction, purpose, and vision that critically enables and resonates with all elements within and without the organisation i.e human element (shareholders, employees, internal and external stakeholders) to pursue a common goal which results in high performance. Strategic leaders are those who have visionary and thinking capacities aim to transform the organisation or put it on a different part of achievement, Hasmin (2017), notes that this is where strategic leadership is different from common leadership, while the latter is focuses mainly on coordinating and directing individuals without the necessary drive to achieve a stronger, higher and more transformative goal. The former focuses on the pursuance of tangible goals which improves both individuals and the organisation in terms of positive progress

From the above, it is evident that strategic leadership cannot be limited to just management staff or few people in the upper echelons of an organization. This is because strategic leadership encompasses the different roles and unique capabilities possessed and used to achieve organisational goals and objectives. This thus is far beyond a single individual group but can be manifested by anyone in the organisational setting.

Strategic leadership can be seen and exercised in both the macro and micro levels of organisations. Micro (within the management staff) macro (broader organisational context) According to Udovita (2020), the best organisation was that which could merge both micro and macro strategic leadership, thus building on the strengths of each other and leveraging on skills, capacities and capabilities for the common organisational good. Essentially, strategic leadership can be exercised by anyone that displays capacities associated with anticipating opportunities, maintaining flexibility, envisioning potentials, thinking strategically, and empowering employees to create, innovate processes that lead to changes and transformations of organisations to ultimately secure and improve performance (Dastane, 2020)

### 2.3. Strategic Leadership Skills

From the preceding section, it has been established that anyone can manifest strategic leadership within the organisation. Strategic leadership is necessary for transforming individuals within the organisation and the organisation itself. For Strategic leaders to perform optimally, they require special skills which enhance their capacity and capability to mobilize individuals towards performance (Wang, Holmes, Oh et al, 2016) as the concept of Strategic leadership has been debated so also strategic leadership skills have been debated. To Shoemaker and Krupp (2013), a leader must have unique capabilities that enhance the absorption of new information and thinking of new ideas necessary for decision making and goal setting. Coupled with this, the strategic leader must be adaptive and respond appropriately to a dynamic and complex internal and external environment. Therefore, these skills are necessary for strategic leaders as it allows them to tactically and continuously adjust to the organisation's environment, thus responding to uncertainties and complexities (Quigley and Graffin, 2017).

Castelli (2016), while not disputing the above, made another list of skills strategic leaders need; this includes; transformative, charismatic, adaptive, visionary, reflective transactional, transcendental, and enforcing. These skills enabled strategic leaders not to focus on themselves but on others and the organisation, thus increasing the drive and passion for seeing that the organisation succeeds by taking the relevant steps.

In another explanation Knies, Jacobsen and Tummers (2016), note that strategic leadership encompasses a core of critical skills and practices that are essential for organisational success; these skills include the ability to determine long-term goals for the organisation, capacity to explore and exploit the core potentials of an organisation, managing social and human assets; inculcating a sustainable and persisting organisational culture; emphasizing the role of ethical values and formulating a balanced, a fair and equal control system that will lead to the continuous transformation of organisations and also maintain its stability.

From the above, it is certain that strategic leaders' skills are vast and cannot be thoroughly studied. Therefore, the important concentration should be on success; thus, whatever skills strategic leaders possessed that made him/her successful was relevant in the organisational context. Therefore, based on the works of Kitonga (2017); Quigley and Graffin (2017), and Mutia (2015), the following are skills that have proven to make strategic leaders successful;

**a. Anticipate:** This involves the ability to scan the environment for change and adapt to change when necessary. Strategic leaders always anticipated by talking to shareholders (suppliers, partners), conducting market research, conducting business simulations, and predicting disruptive offerings. Samimi, Cortes, Anderson et al (2020), note that the inability to anticipate led to 30% of business closures in the United States of America, while other companies like LEGO missed the electronic revolution in toys and gaming, thus missing out on the opportunity.

**b. Challenge:** Strategic leaders could challenge the existing status quo, thus leading to innovation and improvement. Strategic leaders also encouraged divergent opinions, perspectives, and new ideas; they encouraged the organisational culture of innovation and creativity as it was the key to consistent change, improvement, and development (Kitonga, 2017). In challenging the status quo, strategic leaders examine problems through many lenses before choosing a point of action, thus limiting the likelihood of failure. The skill was observed from Sakichi Toyoda, Toyota's founder, who used the "five whys" approach to problem-solving. This was one of the reasons responsible for the company's world success (Shoemaker, Krupp, and Howland, 2013).

**c. Interpret:** The ability to interpret is manifested in analysing and synthesizing information. While making complex and conflicting decisions, leaders needed to interpret the situation thus, analysing the risk, the possibilities of success, and strategies to success (Mutia, 2015). In interpreting, strategic leaders recognise patterns, seek new insights, and push through and ambiguity. Finland's former president J. K Passileivi was known for saying, "Wisdom begins by recognizing the facts and then rethink them to expose hidden implications" (Shoemaker, Krupp, and Howland, 2013)

**d. Deciding:** Strategic leaders are always faced with decision making, sometimes decision needs to be made immediately at times shortly (Quigley and Graffin, 2017). The decision-making process is challenging; strategic leaders need to make decisions through a robust decision-making process. Shoemaker, Krupp and Howland (2013), note that strategic leaders make decisions based on courage, conviction, and "inner gut". Samimi, Cortes, Anderson et al. (2020), also note that the decision-making process was based on long-term and short-term impacts through knowledge, information, analysis, and judgment. The decision-making process of strategic leaders was mostly based on disposition and situation that warrants the decision-making.

**e. Align:** Strategic leaders aligned all stakeholders towards a common goal, most especially to achieve organisational success. Strategic leaders need to be proactive, thus constantly communicating with stakeholders to engage, build trust and mobilize their skills towards goal attainment. Alignment was essential for keeping abreast with stakeholders while ensuring that they are engaged in the organisational process (Kitonga, 2017)

**f. Learn:** Strategic leaders promote an organisational culture of learning, inquiry, and understanding lessons from positive and negative outcomes. Shoemaker, Krupp, and Howland, (2013), studied 40 senior leaders from pharmaceutical companies, including the CEOs; the results revealed that learning was amongst the highest collective areas of leadership. Learning was essential for innovation, development of initiatives, courses, and plan of action, overcoming the challenge, setting new goals, and drafting workable ways to achieve them. The ability to learn from books, situations, and experience was one of the top skills of Strategic leaders.

The above shows that strategic leadership is mostly about action, as briefly highlighted by the skills above. Therefore, strategic leaders needed to improve on such skills constantly. Furthermore, Kitonga (2017), explains that a deficiency in one skill does not lead to failure, as skills were dynamic and based on the situation/ problems that strategic leaders need to handle, thus one could say the most important skill for a strategic leader is dynamism.



**Source: Kitonga (2017); Quigley and Graffin (2017), and Mutia (2015) Figure 1**

#### **2.4. Employee Productivity**

Management scholars have raged debate on how employee productivity can be understood and conceptualised, since it is a complex concept with several dimensions and not limited to one view (Anitha, 2014). Irrespective of the countless views and opinions that trail employee productivity, Hill, Jones, and Schilling (2014), note that it involves the voluntary performance of tasks by employees to create value for customers or achieve organisational goals. Nollman (2013), further explains but that employee productivity can be measured narrowly or broadly, narrowly it refers to the achievement of financial tasks or all goals by the employee, which can be based on marketing products or providing shareholders with a return for their investment. In a broader sense, it refers to how employees can manage organisational effectiveness by achieving several non-financial indicators such as customer satisfaction, operations effectiveness, business reputation, and customer loyalty, etc. Thus, employee productivity can refer to how employees achieve both financial and non-financial goals of the organisation.

From the review of studies on employee productivity Sharma and Sharma (2014); Singh, Darwish, and Potocnik (2016); Saxena and Srivastava (2015), a bias was discovered towards the evaluation and measurement of employee productivity most scholars focused on the non-

financial aspects, therefore, neglecting the financial aspects especially in relation to assets and return on investment (ROI). The reason for this is not far-fetched from the financial calculations of the aforementioned, other aspects, however were not difficult to calculate nothing understandable using performance measurement and indexes. Overall, the review of literature on employee productivity has noted that employee productivity concerns itself the effectiveness of employees in achieving tasks (financial and non-financial) based on the enabling environment provided by the management.

Employee productivity is not evaluated based on the employee's effort towards the attainment of duties specified within his/ her job description. Saxena and Srivastava (2015), note that employee productivity can be conceptualized in two broad approaches; the first was the goal approach which is the level to which employees achieve explicitly stated goals based on the available skills and relevant training. This approach also focuses on behaviours of employees working together in an organisation. It considers teamwork and coordination to accomplish goals. The second approach was the system approach which evaluates employee productivity based on the environment provided. Thus it focuses on the influence of internal and external factors which motivate or hinder employee productivity. Therefore, while studying employee productivity, a researcher needs to consider the achievement of goals by employees and factors that enhance or limit employees' ability to achieve goals.

## **2.5. Impact of Leadership on Employee Productivity**

Scholars have empirically discussed the influence of leadership on employee productivity; the majority explained the positive impacts while others focused on the negative impacts. However, from the extensive literature review on strategic leadership, certain types of leadership had better potentials in increasing subordinate's performance. For instance, Abdallah, Obeidat, Aqqad et al. (2017), note that transformational leaders were more critical in charting and developing productivity amongst the workforce due to leaders' ability to change employees' awareness and perceptions concerning what needs to be rightly achieved. Thus, transformational leaders enabled employees to see opportunities out of threats and strengths out of weaknesses. This was significant in motivating and boosting the morale of employees, further stirring them towards performance. Similarly, Abashe (2016), notes that transformational leaders positively challenged employees, thus instilling the desire for growth and goal achievement.

Furthermore, the business environment was central to employee productivity Ahmed, Nawaz, and Khan (2016), note that transformational leaders influence employees by setting up a quality work environment, thus boosting motivation and productivity. In a similar opinion Azhar, Ikram, Rashid et al (2015), explain that a significant quality of transformational leaders that aids in achieving organisational productivity was proactiveness. Transformational leaders were proactive, optimizing individuals, groups, and organisations, developing and innovating processes to achieve goals and expectations of the company and individuals.

A significant divide exists concerning the intentions of transformational leaders; scholars like Chowdhury (2014); Egessa, Odero, and Oseno (2020), posit that transformational leaders change individuals for organisational benefits. Thus, transformational leaders intended to transform the thinking patterns and efficiency of individuals who then transform the organisation; hence the organisation was the end goal and not the employee. Elkhdr (2019); Fitza (2017), disagree with this perspective. To them, the individual was the end goal; transformational leaders create a sense of purpose and feeling of being a family with subordinates, creating a sense of mutual interest and independence amongst individuals. Thus, employees develop and impact the organisation; they go the extra mile to achieve expected goals for the organisation's benefit. Transformational leaders serve as coaches, mentors, role models, and leaders. They socialize members into organisational culture, not necessarily to instil responsibility to the organisation but to ensure the assimilation of positive values, becoming skilled and further using skills to achieve productivity.

Research also reveals that transactional leaders enhance employee productivity. Hill, Schilling, and Jones (2016), note that transactional leaders' adherence to details and facts creates order within the organisation, therefore boosting target, discipline, commitment, and zeal towards achieving goals. With transactional leadership, codes, conditions, discipline measures, and benefits were explicitly stated; thus, employees know what is expected and how to achieve what is expected. This gives room for fewer errors that negatively impact employee productivity. Frooman, Mendelson and Murphy (2012), explain that a cardinal factor that enhanced employee productivity with transactional leadership was rewards. Rewards played an important role in providing positive reinforcement for achievement; since the relationship was based on contract, the more an employee achieved goals, the higher rewards are provided. Thus, employees are motivated to attain greater productivity to obtain greater rewards (Jabbar and Hussein, 2017). Transactional leaders enhanced staff productivity because they were practical and emphasized the need for employees to achieve specific targets and objectives.

The effective transformational leader recognizes and adequately rewards subordinates' accomplishments, enhancing motivation and commitment to goal attainment. Jaradat and Mashour (2017), summarises the reason for high productivity amongst transactional leaders as "money is a cardinal motivation to employees; employees will achieve high productivity as long as they are paid for it".

From the analysis of transformational and transactional leadership, it is evident that both enhance productivity. In contrast, transformational leaders focused on developing employees both cognitively and psychologically, and transactional leaders focused on motivating employees through positive reinforcements, thus achieving goals and objectives. One of this dissertation objectives will be to identify which leadership styles enhanced Nigeria's banking sector productivity.

## **2.6. Theoretical Reviews**

Different scholars have postulated several theories of leadership. This has led to the two major approaches to the study of leadership; the traditional approach and the modern approach; the traditional approach focuses on oneself endowment and particular traits from birth. The traditional theorist focuses on the great man approach, which explains that leaders were naturally born and had specific traits that made them unexceptional. Thus, leaders like Napoleon, Adolf Hitler, Alexander the Great had innate traits from birth that made them successful. This approach was successful in the late 19th and 20th centuries. However, crimes committed by the Great Men, especially during the first and Second World Wars, served as an eye-opener for leadership scholars. Egessa, Odero and Oseno (2020), note that leadership scholars became aware that "great men" were capable of committing "great crimes" and hence the need for a more scientific study of leadership, based on discovering skills the leader could learn to make them exceptional, these skills border around the nature of relationships to subordinates and overall composure in organisational settings. Thus, a range of theories was postulated, this review however focuses on only two;

### **2.6.1. Transformational leadership Theory**

The transformational leadership theory is built on the postulation that leaders are more interested in subordinates' well-being and development than what subordinates have to offer. Thus, leadership roles include the attempt to raise the consciousness of followers and stimulate their minds to focus on better morals and values the material gains and rewards (Alio, 2013).

Thus, the transformational leader steers employees to achieve goals based on a greater sense of meaning and purpose rather than focusing on material gains. In the 21st century mostly leaders are transformational (Ford and Ford, 2012). This is because employees in the 21st century are seeking a greater sense of meaning in an organisation; therefore, when they find the leader who is ready to represent their interest by looking beyond the physical offerings to the organisation, but focuses on skills development and welfare enhancements, they become loyal and offer their cognitive technical and emotional skills towards achieving organisational purpose as designed by the leader (Blettner, Chaddad, and Bettis, 2012).

Thus, Ford and Ford (2012) note that the transformational leader was more likely to have committed loyal followers and consistent in achieving organisational goals. Furthermore, by focusing on subordinates, transformational leaders created a deeper sense of meaning for subordinates, thereby influencing and steering them towards greater achievements. According to Alio (2013), this reveals essential characteristics of the transformational leader as motivating and influencing subordinates towards achieving organisational goals was a core function or duty of transformational leadership

The transformational leader motivates, inspires, and transforms followers to achieve goals beyond physical interest and self-sentiment but to achieve goals based on the group's collective interest. by adopting team confidence, team spirit, self-value as well as creating a sense of belonging among workers

### **2.6.2. Transactional leadership Theory**

The transactional leadership theory is built on the foundation of exchanges that exist between the leader and employees. These exchanges are mainly; needs, wants, and expectations. Thus, Carter and Greer (2013) explain that the transactional theory evolved in relation to understanding the organisational context and the relationship built within this context, especially between management and employees. A key postulation of the transactional theory is the exchange of needs and wants (rewards) of the employee after fulfilling the expectations of managers (Malik, Saleem, and Naeem, 2016). Therefore, this leadership is strictly based on performance. Thus, employees must stick to their job description and be productive or not get rewarded.

This theory also is related to strategic leadership. As Hambrick and Quigley (2014), explain the strategic leaders were corrective and constructing; they monitor and control subordinate

actions through the carrot and stick approach, rewards and discipline, etc. Strategic leaders thus set rules to which employees must follow to achieve organisational goals.

The central purpose of Strategic leadership is to mobilize employees towards achieving goals for the organisation, the two theories, therefore though different in their approach, have similar ends. While the transformational theory takes a wholistic and interpersonal way, the transactional leadership Theory was based on rules and laid down procedures. Both theories offer formidable explanations for strategic leadership; however, they are best understood in the context in which they are studied or used.

## **2.7. Empirical Reviews**

Several empirical studies discuss the potency of leadership theories, strategic leadership, and employee productivity. These studies have revealed the value of Strategic leadership in the organisation of context. Dastane (2020), while studying the skills necessary for leadership discovered that the skills include the ability to make decisions, face challenges, draft goals, and workable pathways to achieving these goals.

In another study, Udovita (2020), discusses the impacts of strategic leadership on organisational performance; he notes that strategic leaders were targeted and focused, thus steering positive action. Furthermore, Hasmin (2017), the study of leadership theories discovered that the transformational leadership Theory was likened to strategic leadership; this is because the transformational leader looks beyond the employee, thus seeking to mobilize the employee in totality by looking out for their welfare and development. Hence, an essential quality of Strategic leaders, as strategic leaders sought to mobilize employees in their totality towards the attainment of goals for the entire organisation.

Keskes (2014), while discussing the importance of leadership on performance, discovered that leaders who displayed skills associated with empathy, vision, motivation, conceptual and critical thinking were better in developing policies and stirring employees towards achieving those policies. His major concerns were to discover the act of leadership and its impacts on organisation. Therefore, he concluded that leadership was effective in enhancing employee productivity. However, his work was criticised for being limited in scope and focusing on leadership as a means to an end rather than on end itself. Thus Palladan, Abdulkadir and Chong (2016), in their research, while studying the best form of leadership, identified that leaders did not only crave the achievement of goals but were focused on inspiring subordinates potentially

to enforce efficiency and also provide employee need to the extent that they did not focus on themselves but the bigger picture amongst employees. This discovery is likened more to the transformational leadership style. In a similar yet divergent study, Zia-ud-Din, Shabbor and Bilal (2017) note, leadership's objective is stirring individuals towards achieving particular goals. Thus, leadership is goal-oriented. Leadership adopts several measures to achieve goals; therefore, a leader should motivate, inspire, command, and coerce individuals to achieve tasks. His results reveal that leaders who could adapt to whatever situation had better chances of achieving success.

Mjaku (2020), study discovers that leaders used leading strategies to inspire, motivate and enhance employees' potentials for growth and development; thus, their analysis shows that leaders must constantly evolve different strategies to develop staff. Their emphasis on leaders "using leading strategies" pinpoints that leaders need to be updated in leadership technique, styles and process constantly. A vast leader stood better chances of success and motivating employees,

In a significant departure from earlier studies, Jabbar and Hussein (2017), note that leadership focused on others and not-self. Therefore, leadership quality to achieve organisational success was based on approaches leaders adopted in mobilizing subordinates. Leaders who supported innovation, flexibility, initiatives, and creativity amongst subordinates performed better than leaders who made decisions and compelled others to obey. According to his research, leaders adopting the former experienced more success as creating room for innovation, initiative, and creativity allowed subordinates to develop concrete ideas and contribute significantly to organisational progress. On the other hand, leaders who limited staff involvement could not be compared to the former, though they attained high productivity levels. The latter experienced severe problems with demotivated staff, lack commitment, less productivity, and high turnover rates.

Significant discoveries have been made from the above empirical reviews regarding leadership style, leadership essence, focus, and leadership motivations. This research integrates these findings, therefore discovering if these elements are obtainable in the Nigerian banking sector.

## **2.8. Gaps in the Literature**

From the extensive literature review, certain gaps are discovered, which the research intends to fill. Firstly, existing studies dwell on leadership instead of strategic leadership. From the

studies of Strand, (2014) and Lord (2016), recent management scholars have evolved focus on leadership to strategic leadership. While leadership inspired people to achieve goals, strategic leadership focused on purposefully developing leadership skills to achieve goals, objectives, progress, and performance. This explains the reason for numerous debates concerning the exact point where strategic leadership is exercised, i.e., within management or subordinates (Al-Ansaari, Bederr and Chen, 2015). Further, the central reason scholars focused on leadership skills such as conceptual, intellectual, technical, and technical skills was primary research on leadership instead of strategic leadership. However, scholars like Shoemaker, Krupp, and Howland (2013); Leiblein (2011) focused on strategic leadership, developing strategic leadership skills like anticipating, challenging and interpreting, etc. Thus, this research focuses on the potency of these skills and their ability to enhance employee productivity in the Nigerian banking sector.

Secondly, since most research focused on leadership majority failed to discuss the link between strategic leadership and goal attainment. Therefore, this research will discover the influence of strategic leadership on goal attainment with reference to the Nigerian banking sector. Finally, the third gap flows from existing gaps as most scholars failed to explain the link between strategic leadership and organisational performance. Specifically, the research will focus on the influence of strategic leadership on employee productivity by streamlining data collection to several Nigerian banks.

## 2.9. Conceptual Framework

The conceptual framework explains the various variables of the research and the attendant data collection units as influenced by the literature review. However, the conceptual framework does outline the areas where the researcher will focus while studying a phenomenon. The table below gives a breakdown of the conceptual framework.

### Conceptual Framework

| S/N | VARIABLE             | DEFINITION  | AREAS TO CONSIDER  |
|-----|----------------------|---|--|
| 1   | Strategic Leadership | Strategic leadership concerns and can be exercised by all who can display the unique capacity and capability of envisioning, anticipating and thinking in a goal-oriented manner, maintaining | Leadership Skills: Anticipate, Challenge, Interpret, Decide, Align and Learn.<br><br>Leadership Style: Transformational, Transactional, Situation. |

|   |                       |   |   |
|---|-----------------------|---|---|
|   |                       | flexibility, generating high innovative ideas and empowering employees towards high performance (Leiblein, 2011)  |   |
| 2 | Employee Productivity | Employee productivity concerns itself the effectiveness of employees in achieving task (financial and non-financial) which was based on the enabling environment provided by the management (Sharma and Sharma, 2014; Singh, Darwish and Potocnik, 2016); | Customer satisfaction<br>Effectiveness of Operation<br>General outputs<br>Attitudes to other staff<br>Attainment of goals and objectives. |

**Table 1.**

The table above briefly describes the conceptual framework, in a more elaborate explanation, the study seeks to discover the relationship between Strategic leadership and employee productivity, strategic leadership as defined by Leiblein (2011), the capacity and capability of envisioning, anticipating, and thinking in a goal-oriented manner, maintaining flexibility, generating high innovative ideas and empowering employees towards high performance refers to, however, this definition seem to be to board for data collection, hence from the literature review especially from the works of Wang, Holmes, Oh et al. (2016); Dastane (2020); Shoemaker and Krupp (2013), a breakdown of strategic leadership has been discovered, these include Leadership Skills (Anticipate, Challenge, Interpret, Decide, Align and Learn). Leadership Style (Transformational, Transactional, Situational). This research will thus focus on these variables while seeking to understand the nature of strategic leadership within the specific case study.

In the same vein, employee productivity is also a broad concept; from the literature review, Sharma and Sharma (2014); Singh, Darwish, and Potocnik (2016), it has been discovered that the major aspects of employee productivity concerns; Customer satisfaction; Effectiveness of Operation; General outputs; Attitudes to other staff; Attainment of goals and objectives, thus the researcher will ask specific questions regarding these aspects. The researcher aims to interrogate the two variables as they manifest within the case study.

The research context elaborately explains the research's central purpose, which is a strategic leadership and employee productivity. Therefore, the researcher will critically analyse the influence of strategic leadership on employee productivity. Furthermore, the research participants include Nigerian bankers; the researcher intends to collect in-depth data, thus fulfilling the research objectives.

The diagram below further explains the conceptual framework.

### Conceptual Framework



### 2.10. Conclusion

The literature has been insightful and revealed in-depth the nature of research within the leadership field. The findings from the literature review will thus inform the development of frameworks to achieve the research objective

Literature has been explorative and elaborate, providing in-depth knowledge concerning the research variables; the literature has provided sufficient frameworks which the researcher can adopt in developing constructs for collecting data to achieve the research objectives.

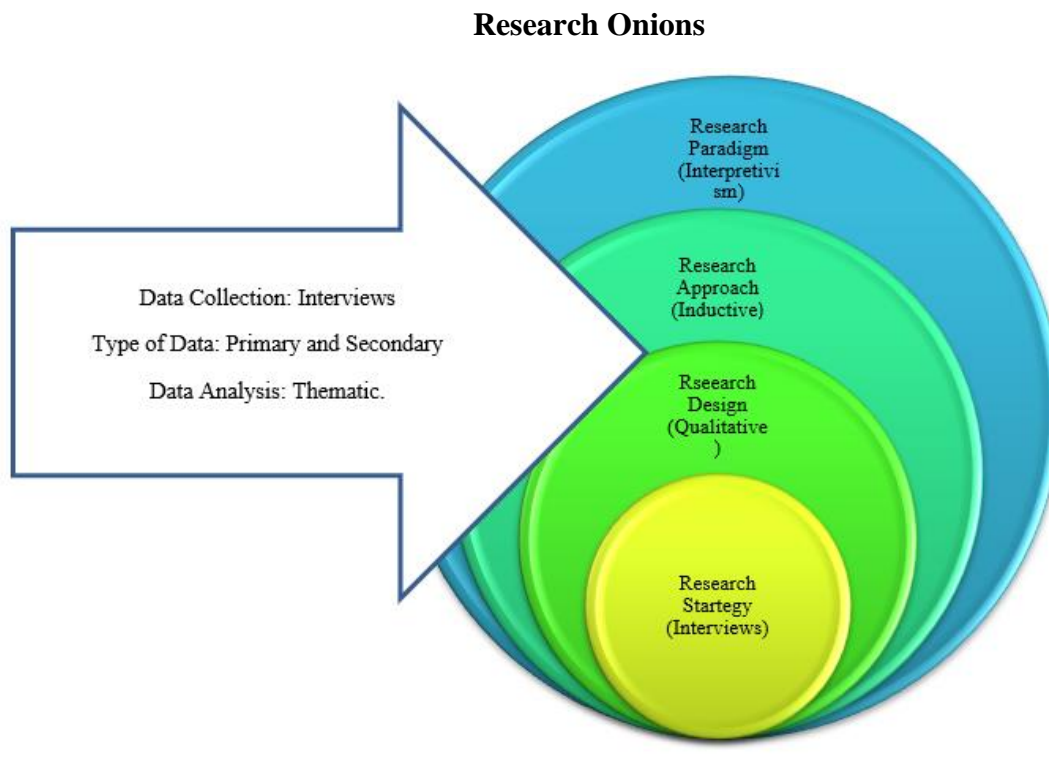
Few debates were recorded in the literature, debates were mainly on the scope of strategic leadership while Deeboonmee and Ariratana (2014); Al-Ansaari, Bederr, and Chen (2015), note that strategic leadership should be limited to management staff, Shoemaker, Krupp, and Howland (2013); Leiblein (2011), notes that strategic leadership can be displayed by all as long as they had the appropriate skills. Strategic leadership has two aspects; the micro and macro; while micro deals with management staff, the macro focuses on everyone within the organisation. It is necessary to point out that contemporary strategic leadership, as noted by Udovita (2020), focuses majorly on the micro-level. However, this does not mean that organizations do not source for strategic leadership amongst employees. Sourcing was mainly done through participatory decision-making and succession planning. It, however, can be concluded that everyone in an organisation can be a strategic leader as long as the person fulfills the core functions and possess the skills of a strategic leader

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Introduction

This section contains the research methodology which discusses the frameworks adopted for data collection and analysis. The research methodology is essential as it enables the research to arrive at credible and logical conclusions to research questions. The research methodology is structured using Saunders et al (2012) research onions. The diagram below explains the research onions. The researcher carefully integrates the above into the research, thus influencing data collection and analysis.



**Source: Saunders et al (2012)**

#### 3.2. Research Paradigm

According to Collis and Hussey (2013), A research paradigm is a set of rules, principles, and assumptions that regulate information acquisition. They are specialised frameworks that assist in the acquisition and reporting of knowledge. The paradigm is a valid description of the processes involved in scientific investigation and knowledge development. As a result, a

research paradigm comprises the values, beliefs, habits, and conventions followed when researching to learn more about human existence. As a result, the goal of a research paradigm is to ensure that information is properly acquired and applied for the benefit of humanity.

There are two primary sorts of paradigms: positivism and interpretivism; this study follows the latter. The information under this paradigm is based on observation and understanding of human behaviour in relation to people's reality. As humans are dynamic and subject to ongoing change, interpretivist knowledge is derived from studying human behaviour and the experiences that form it. As a result, human studies should be subjective (Franklin, 2012).

The interpretivism paradigm in business research aims to comprehend human behaviour by analysing experiences, events, outcomes, and influences of organizational processes and procedures. Because humans operate in organizations, according to Holwell (2013), they are continually influenced by policies, decisions, and processes, which have an impact on the organization. As a result, the business analyst is tasked with examining the effects of various organizational policies, processes, and decisions on humans and the consequences for the overall organization. As a result, the business researcher should attempt to learn about organizational procedures and their effects on employees and the overall performance of the company (Rea and Parker, 2014).

Since the interpretivism paradigm focuses on organisational practices or processes and their impacts on humans and the overall organization, it will be useful in understanding leadership style as an organisational process and how it affects employee productivity in Nigeria's banking sector. The interpretivism paradigm also emphasises the importance of having a thorough grasp of organizational practices and processes and their impact on human behaviour. Therefore, the researcher will be able to gain a more in-depth and precise understanding of the effects of leadership style on staff productivity by employing this paradigm. The table below reveals the interpretivism paradigm and its integration to this research.

### Interpretivism

| S/N | BENEFITS   | INTEGRATION TO THE STUDY  | LIMITATIONS  |
|-----|--|---|--|
| 1   | Facilitates in-depth and detail understanding of “how” and “why”         | This study seeks to understand “how” strategic leadership influences employee productivity  | Collecting data that effectively explains the impact of strategic leadership on employee productivity may be time consuming                    |
| 2   | Provides the opportunity to understand complexity and contextual factors | Using interpretivism will enhance the researchers understanding of complexities revolving around strategic leadership further contextualising it within Employee productivity | Complex data analysis process may reduce the quality of findings especially as the researcher is a novice                                      |
| 3   | Offers a robust understanding of the social process                      | Using interpretivism offers the researcher the opportunity to understand the process attributed to strategic leadership and employee productivity                             | Process involved with leadership and employee productivity may not emerge from data, as key information may be missed during the data analysis |

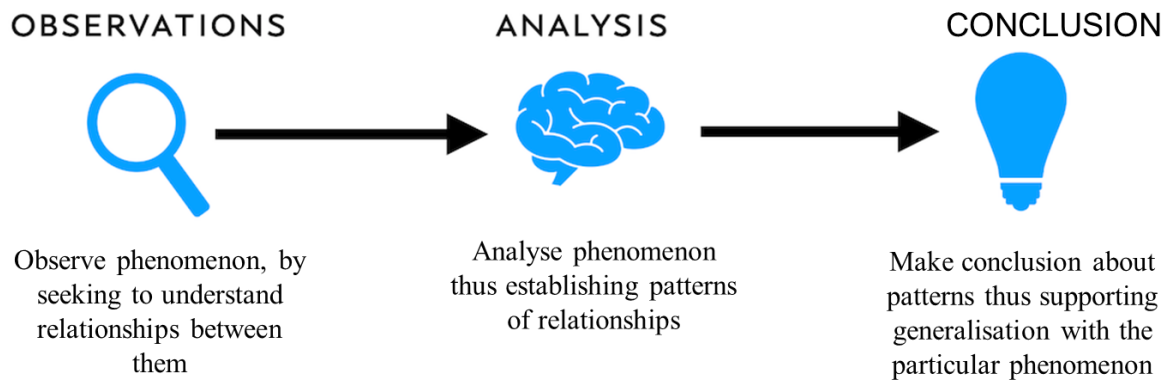
**Source: Adapted from Rea and Parker (2014)**

**Table 2**

### 3.3. Research Approach

The study applies an inductive approach; it has been shown that the inductive approach is mainly used with interpretivism paradigm. Most interpretivism-based research takes an inductive approach, as both seek to understand human behaviour in depth and detail (Bajpai, 2011); additionally, both seem perceptive in unravelling the deeper meaning of certain people-related issues (Creswell, 2013). More specifically, the inductive method seeks to conclude human interactions by studying their relationships and establishing models, thus allowing a better understanding of human interactions (Sekaran and Bougie, 2016). In addition, interpretive philosophy ranges from "specific to general", researchers who use interpretive philosophy study problems from a specific basis, that is, specific problems, problems, and issues. etc., and seek to draw general conclusions about how these problems affect populations, thus establishing theories and models of relationships. The diagram below shows the inductive process.

## Inductive Process



**Source: Adapted from Creswell (2013)**

**Figure 4**

Using this approach, the researcher focuses on specific variables such as "strategic leadership and employee productivity" and the "banking sector in Nigeria." This approach allowed the researcher to study these specific variables and their interplay, enhancing the development of a theory that guides the understanding of relationship patterns of the variables.

### 3.4. Research Design

The research design stresses harmonising and integrating diverse elements and components to guarantee that the researcher's approach to the research challenge is synergistic and coherent (Howell, 2013). As a result of the research design, the researcher can investigate difficulties logically and arrive at true and authentic responses to the research questions (Franklin, 2012). The study design is also significant because it serves as a blueprint for combining the research objectives, data requirements, data gathering techniques, and data analysis methodologies. The research design becomes relevant in each study because research cannot achieve homogeneity (Franklin, 2012). There are two types of research designs; qualitative and quantitative. The table below describes their difference

**Differences between quantitative and qualitative research.**

| <b>Qualitative Research</b>                             | <b>RESEARCH ASPECT</b>          | <b>Quantitative Research</b>  |
|---|---------------------------------|---|
| Discover Ideas, with General Research Objects           | <b>COMMON PURPOSE</b>           | Test Hypotheses or Specific Research Questions  |
| Observe and Interpret                                   | <b>APPROACH</b>                 | Measure and Test  |
| Unstructured. Free Form                                 | <b>DATA COLLECTION APPROACH</b> | Structured Response Categories Provided   |
| Research is intimately involved. Results are subjective | <b>RESEARCHER INDEPENDENCE</b>  | Researcher uninvolved Observer. Results are Objective                                   |
| Small samples –Often in Natural setting                 | <b>SAMPLES</b>                  | Large samples to Produce Generalizable Results [Results that Apply to Other Situations] |

**Source: Adapted from Franklin (2012)**

**Table 3**

This study adopts qualitative research design; this design focuses on using non-statistical and numeric data or values to understand variables. Therefore, qualitative design excels in deep understanding more about variables. With non-numeric data, qualitative design studies events in more detail, providing more analytic reports that state the relationships between variables and their effects on one another. Qualitative design further enhances the study of social realities and structures. It is mainly used to uncover deeper meanings related to human behaviour in relation to certain processes and organizational practice (Bajpai, 2011). Using a qualitative research design that will enhance a deep and detailed understanding of the relationship between strategic leadership and employee productivity will further explore the deeper meanings of the two variables. Qualitative design is also ideal for this type of research. As stated before, it seeks to understand the relationship between strategic leadership and employee productivity deeply. The use of non-technical data Numerical combination with qualitative design will be essential to achieve the overall objective of this study. This will allow the researcher to approach the research problem accurately, further removing all forms of ambiguity in the research results. Qualitative research design is also known to prevent the occurrence of less convincing and weak research results, so the use of qualitative research design will be essential to improve the reliability and validity of the study.

### **3.5. Research Strategy**

According to Rea and Parker (2014), the research approach encompasses all steps in acquiring relevant data for the study. The research strategy explains how the specific data is drawn, whereas the research design discusses the type of data used in a study. As a result, the research strategy must be consistent with the research design. Furthermore, because the study uses non-numerical data, the research strategy must improve the collection of numerical data, which will allow the study to run smoothly when combined with other aspects of the research technique. As a result, qualitative interviews were chosen as the research technique for this study. Individuals are asked to provide in-depth and factual information during qualitative interviews. As a result, the qualitative interview excels at obtaining an in-depth and detailed understanding of factors and their meaning. This strategy complements the interpretivism paradigm and inductive approach in that they both investigate variables by revealing deeper meanings and creating patterns of association utilising non-numerical data (Sekaran and Bougie, 2016).

Interviews, case study records, ethnographies, and observation are all used in the qualitative interview technique to collect non-numerical data. Thus, employing a qualitative research technique will aid the research in obtaining the necessary data required for this study.

A major limitation of the qualitative research strategy, as discussed by Franklin (2012), is related to subjectivism, since the researcher's ability to integrate personal opinions and feelings into data analysis. Additionally, Saunders, Lewis, and Thornhill (2012) criticized the qualitative research strategy that leads to unscientific research results as it is subject to manipulation by researchers, so data is collected, and analysis may not be an accurate representation of the opinions of the participants. (Creswell, 2013). However, these limitations will not affect the results of this study, as the researcher will apply authentication measures to verify the validity and reliability, thus improving the reliability of the study.

### **3.6. Sources of Data**

Two sources of data will be used for this research

### Sources of Data

| DATA SOURCE           | PURPOSE  |
|-----------------------|--|
| <b>Primary Data</b>   | The primary data, is acquired through interviews, will be the most important data used in this study. Because it is acquired directly from the research participants, primary data is regarded as authentic and credible. As a result, it is regarded as a fair depiction of the participants' thoughts and opinions. As a result, the primary data will allow the researcher to gain a more in-depth understanding of strategic leadership and its effects on staff productivity. |
| <b>Secondary Data</b> | Secondary literature will support the original research findings, and secondary data will be used to compare the research findings to previous research. Secondary literature will be gathered from books, journals, articles, and printed documents to provide further context for the research findings.   |

Table 4

### 3.7. Instrument of Data Collection

Interviews are the data collection tool of choice. The interview is conducted with a research participant, given a set of questions, and then responds most appropriately in an explanatory or elaborate manner. The researcher records the responses to the questions and uses them for further analysis. Since the respondent can explain, reference instances, and tell events and experiences to support their beliefs, the interview allows the researcher to gather more in-depth, detailed, and richer data (Creswell, 2013).

The interview will be drafted in a semi-structured and open-ended format; this gives the participant flexibility to answer questions, especially to his/her best understanding but ensures that the participant does not deviate from the mainline of emphasis. Furthermore, the open-ended format allows the researcher to probe the participant's answers, thus allowing for richer insights on significant issues.

The following are some examples of interview questions:

What traits does your leader possess?

Is the ability of your leader critical to your productivity?

How would you rate your leader's effectiveness?

Has your leader's ability to motivate you been a source of inspiration for you?

### **3.8. Participants of the Study/Sampling**

Since the study looks at the impact of strategic leadership on employee productivity in Nigeria's banking sector, participants come from various banks. The research focused on employees to learn about their perspectives on strategic leadership and how it affects employee productivity. Participants were recruited via convenience sampling, ensuring that only those interested in the study are contacted.

### **3.9. Ethical Consideration**

Regarding the recruitment of participants, the researcher will adhere to all ethical guidelines. Thus, there will be no form of forcing subjects to participate in the research. The researcher will provide a written consent form and statement in clear language for participants to complete, thereby validating their willingness to participate in the study. In addition, the safety and security of participants will be guaranteed. The researcher will also adhere to all ethical principles regarding data collection and reporting. More precisely, the researcher will respect the ethics of the following research;

- Obtaining informed consent before study recruitment, for consent form, see Appendix A
- Respect participants' opinions and anonymity.
- Allow participants to leave the study without repercussion freely.
- Maintain the confidentiality of participants' opinions through the data management process standard.

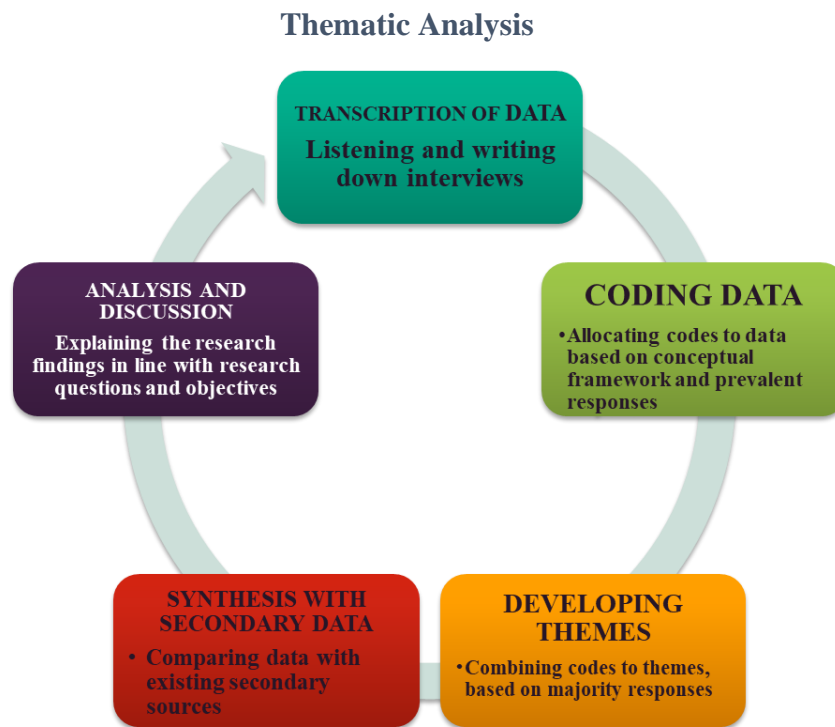
### **3.10. Validity and Reliability**

In ensuring the validity and reliability of this research, the study employs the pilot study technique. This allowed the researcher to pre-test the interviews on few participants, thus discovering potential errors and risk of bias. This further enabled the researcher to adjust these errors before the actual interviews. The pilot study also aided the researcher in discovering areas where interview questions did not elicit the appropriate answers. Thus, adjustments were made.

### **3.11. Analysing of Data**

Although there is no general process for evaluating data from interviews, researchers tend to use a thematic approach. This organizes data into meaningful themes, making it easier to read

and comprehend. In addition, the thematic analysis provides a correct analysis of interviews by ensuring that the participants' viewpoints are effectively reflected by organizing the participants' important thoughts into themes. The thematic format follows the process of transcription, coding, theme production, and analysis. The flowchart depicts the thematic process.



Source: Creswell (2013)

Figure 5

### 3.12. Conclusion

This research could result in a better understanding of the link between strategic leadership and workforce productivity. The researcher will thoroughly examine the two variables to have a better grasp of their relationship. As a result of the research, knowledge in the field of human resource management will be enhanced, and quality leadership development will be aided.

## CHAPTER FOUR

### ANALYSIS OF INTERVIEWS AND DISCUSSION OF FINDINGS

#### 4.1. Introduction

This section contains the analysis of interviews and discussion of findings. Interviews were conducted with 7 bankers across different banks in Nigeria. The table below describes the demographic characteristics of interviews. Due to the ethical principle of anonymity, only the initials of interviewees are recorded.

**Participant Demographics**

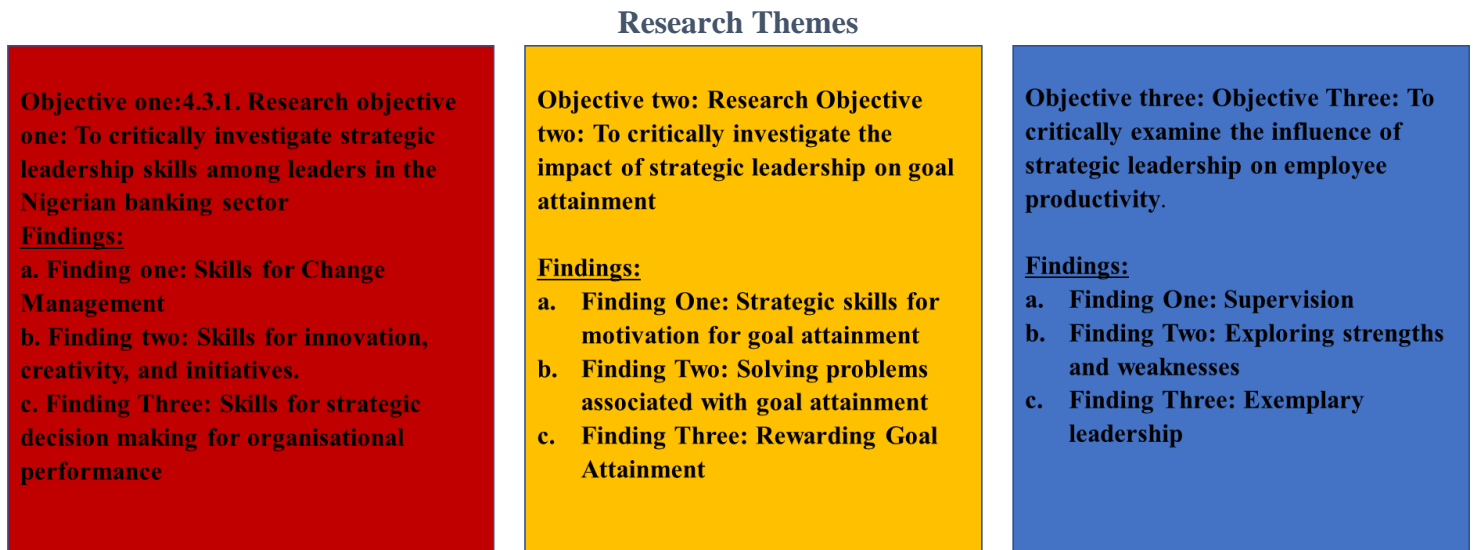
| S/N | NAME | BANK                     | YEARS OF EXPERIENCE |
|-----|------|--------------------------|---------------------|
| 1   | AB   | First City Monument Bank | 5 years             |
| 2   | CT   | Access Bank              | 6 years             |
| 3   | HM   | First bank               | 5 years             |
| 4   | KK   | Ecobank                  | 6 years             |
| 5   | OP   | Polaris's bank           | 4 years             |
| 6   | YH   | United Bank of Africa    | 5 years             |
| 7   | BW   | Fidelity Bank            | 5 years             |

**Table 5**

This chapter is divided into two sections:

**Section one:** included the analysis of interviews. Here interviews were transcribed and coded based on relevant objectives and questions designed to achieve them. All questions were analysed; however, not all were included in this chapter. Due to large data, only the most important responses are included in this chapter.

**Section two:** of this chapter contains the discussion of findings and comparison to literature; here, the researcher discussed the relevant findings based on analysis and compares them to existing literature. Overall, the thematic approach as discussed in chapter 3 (section 3.11) is adopted in analysing data. Themes were developed using the research objectives. Associated findings were discussed under themes. The figure below gives a breakdown of themes and associated findings.



**Figure 6.**

## 4.2. Section One: Analysis of Interviews

### 4.2.1. Objective One: To critically investigate strategic leadership skills among leaders in the Nigerian banking sector

Questions 6-10 in the interview scheduled answered this objective. Due to large data collected during the interview process, only questions that yielded the most insightful responses were included in the analysis.

#### a. How does your leader manage change, especially with employees?

Interviews gave several opinions concerning how leaders managed change, mostly was through communication and dialogue. Thus, AB notes

*"For my leader to manage change, he carefully communicates the reasons for change and makes you see the reason why it is important, he doesn't impose or forces it on you, but he enlightens you, to a point where you see change as necessary"- AB*

AB's responses show that communication and enlightening were the ways his leader manages change. Thus, he did not impose change on anyone but makes them see the reason for change. This corresponds with CT response where she explains that;

*"Change itself is a difficult thing, sometimes we employees are resistant to change, however how well our leader informs us about the benefits of change is what makes us accept it. So really, it's all about communicating the process, values of change"- CT*

Divergently, HM explained the change process, to him change was mainly in actions; thus he explains:

*"My leader is dutiful, always taking out responsibilities, mobilising people towards actions and essentially motivating people to follow him achieve his goals" – HM*

Though HM includes actions in the process by which his leader manages change, it is evident from his response that there is an element of communication. From his response, mobilising people towards actions will not be achievable without communicating the value and importance of the desired goal.

Therefore, from the above three responses, it is established that communication, passing information was necessary for managing change, thus before, during, and after the change process, leaders must communicate to employees. This echoes the submission of Abdul Rahman, Othman, Yajid et al. (2018), who noted that communication is central to change, as employees become resistant to what they do not understand. Communication, however, provided employees with the right information, thus making them responsive to change.

#### **b. How does your leader promote innovation, creativity, and initiatives?**

In promoting innovation, creativity, and initiatives, different respondents noted their views.

KK explained that his leader was open to ideas and deliberately supported creativity by listening to everyone. In his words

*"My leader is the type of person that listens to you, like he does not just shut you off, but he listens, seeks your opinions, like even if you are saying what does not make sense, he will still give you that listening ear. And by so doing he can get a lot of ideas to foster innovation, creativity and initiatives"-KK*

Similarly, OP noted that his leader understood different perspectives of things, taking a multidimensional approach towards analysing issues and solving problems

*"Well, my leader will critically look at issues from divergent perspectives, he does not stop at a position, or is not learnable, or teachable, he looks at multidimensional approaches seeking to understand different ways of achieving tasks, this enables him to make strategic decisions which are in line with existing problems"-OP*

In summarising KK and OPs comments, for innovation, creativity, and initiatives to be attained, their leader listened to different perspectives, adopted a multidimensional approach towards understanding, and further was learnable and teacher. This seems like an ideal skill for achieving innovation. On the other hand, YH noted that his leader took a practical approach towards innovation, creativity, and initiatives. He narrated that:

*"My leader is the kind of my person that will call you, sit you down and ask you questions, like we are having this challenge, I need you to solve it, so take five days to come up with your ideas and tell me what you thing. My leader loves research, so if you want him to accept your opinions bring credible research conducted by different organisations and he will accept"-OP*

Evaluating YHs comment, his leader was flexible, i.e., gave people the opportunity to think for themselves, i.e., bring up ideas and show him. This shows that his leader was good at delegating responsibilities. Furthermore, his leader loved research. Thus, his leader was a person of facts. Thus, using existing facts to make concrete decisions.

Connecting KK, OP, and YHs comments, strategic leadership skills for promoting innovation, creativity, and initiatives were based on seeking different opinions, delegating, adopting a multidimensional approach to issues. This coalesces with Deeboonmee and Ariratana (2014); Al-Ansaari, Bederr and Chen (2015), argument. They note that creative and innovative leaders habitually learn from different perspectives. They are not rigid or hardline, but they constantly sought divergent views, opinions, and processes to achieve tasks.

### **c. How effective is your leader in making strategies for organisational performance?**

In answering this question, interviewees took different turns to explain what skill and how their leader made strategies for organisational performance

BW, explained that her leader always thought out of the box; thus, this enabled him to make efficient strategies for organisational performance. She narrates:

*"My leader always thinks divergently, he doesn't limit himself to one possibility, thus he thinks out of the box, there was one time we wanted to reach a particular target. He did not follow the conventional strategy, he looked for new perspectives, and he got the accurate answer."*-

**BW**

In probing this response, the research asked specifically what new perspectives her leader took; she explained that:

*"Sometimes, he shuts his door and thinks for long, other times, he asks questions from people to hear their views, other times he can read books, and compare information, he also observes the environment, markets, existing trends, etc. just to get the right ideas. He is also a strong learner, always seeking to learn new things and new ways of performing tasks"*-**BW**

From BW's response, her leader thought out of the box by seeking new information, talking to people, observing existing trends, etc. This response corresponds with Lord (2016) submissions, where he stressed the value of observing new trends and dialoguing with people for obtaining new information for decision making. Strand (2014) also notes that decision-making is an art supported by critical strategies, including getting information from unsuspecting places; thus, a leader must be critical, careful, and evaluative in judgments.

In a divergent opinion, AB notes that his leader was a more evaluative, calculative, and critical individual. To him, his leader always weighed his options before making strategic decisions

*"My leader does not just take actions; he weighs actions based on their benefits and consequences. He also evaluates the long-term or short-term benefits before taking a decision. He also considers the needs of the organisation. If it is something that needs urgency, he knows the right strategy, if it is something that was not so urgent, he also knows the right strategy to adopt"*-**AB**

AB's response provides that his leader took a more analytical, evaluative, and calculative approach to make strategic decisions for organisational performance. Therefore, weighing short-and long-term options. This further confirms Shoemaker, Krupp, and Howland (2013),

postulations that strategic leaders were calculative and information-inspired. They spent time analysing issues, thus weighing them for long- and short-term benefits.

This section revealed that skills for change management, include: communication, team mobilisation, innovation, and creativity. For discussion and comparism to literature see section (4.3.1.).

#### **4.2.2. Research Objective Two: To critically investigate the impact of strategic leadership on goal attainment**

Strategic leaders were saddled with the responsibility for goal attainment; therefore, they needed the appropriate skills for goal attainment.

Different interviewees pointed out the skills their leader displayed towards goal attainment.

##### **a. How does your leader motivate staff for goal attainment?**

BW noted that her leader motivated staff through having interpersonal relationship, she explains that:

*"My leader is the kind of person that motivates you like in an in-depth way, he doesn't just stop in the office, sometimes he calls you on your off days, just to check up on you. He more than inspires you to learn, grow and be the best you can be. He helps you to stay focused, and targeted on the goals, like he makes sure you are always informed on the goals, however, he also creates the time to talk to you and encourage"- BW*

From BWs response, the following factors can be seen "encouragement", "checking you on you", "keeping you informed on goals," "creating time to talk to you."i.e these are signs of supporting interpersonal relationships. However, her leader's interpersonal relationship was designed to instill employees with a sense of vision and goal orientation.

Divergently, HM notes that his leader motivates him towards achieving organisational goals by training. He explained that;

*"My leader teaches me to handle goals by myself, he trains me, gives me the necessary instruction and further tells me to do it myself. I consider this a big motivation, as it gives me the confidence that my leader has faith in my and also trust me to handle task on my own. I believe that by giving me the necessary training my leader was able to create the expertise I*

*desire to get any job done, also that is my leader that gave me the task I will not want to fail him, so I put my all to achieve the task"- HM*

HM emphasised the benefits of his leader training him to achieve organisational goals. He noted that through adequate training, he was able to handle tasks for himself. He was also motivated by the fact that his leader trusts him enough to assign him with responsibilities. Therefore, this signified that an essential skill for strategic leadership is training followers to handle responsibilities themselves. This confirms Leiblein (2011), argument that training staff to handle responsibilities gave them the confidence and feeling of importance. It also instilled the desire to achieve goals to the satisfaction of their leader.

### **b. How does your leader solve problems relating to goal attainment?**

This question is a backdrop of question 11, which asked the interviews to narrate challenges leaders face in making goals. The majority of challenges were in developing the right goals, developing the right strategies, keeping teams motivated, and mobilising the best resources to achieve goals.

Thus, in solving the above problems, interviewees gave different responses;

BW explained that an essential way her leader solved problems was through teamwork; she narrates that:

*"Teamwork is essential for keeping the team together, as the name applies teamwork, so teams working together, it was difficult to achieve certain goals while working independently however with teamwork these goals became easy to achieve. Through teamwork we share our opinions, ideas, brainstorm on issues, and we develop the right medium to solve problems"-BW*

Similarly, KK mentioned teamwork; however, he explains it more sophisticatedly

*"Organisations are made of teams, like in my department we have different people with different functions, however, the ability to harmonise all these roles together to achieve a single task is not an easy job, that is why I really admire my leader, the way he coordinates, assigns, delegates, supervises all at the same time, it is really amazing, I really aspire to be like him one day"-KK*

From KK's response, his department had several persons with different roles. What amazed him about his leader was the ability to harmonise all the different roles together, ensuring teamwork. KK's opinions further note that to achieve teamwork, a leader must assign, delegate, and supervise his followers. This is interesting as earlier discourses on teamwork Abuzid and Abbas (2017); Boakye (2015), note the importance of team building activities such as job sharing. However, from KK's response, it is revealed that teamwork is sustained by the leader's ability to assign, delegate, and supervise followers.

### **c. How does your leader reward after goals are attained?**

Interviewees gave different opinions about rewards given after attaining goals. From the overall finding, interviews stressed the rewards that were important to them

CT noted that his leader rewarded him more intrinsically; thus, he explains:

*"Well, my leader was the type of person that can tell everyone in the department to give you a round of applause, I sometimes can even let you be the leader for one day, that is if you have performed well. My leader thanks people, sometimes he buys food for the entire department, just to appreciate our effort. This was really something that impressed me"-CT*

Similarly, AB notes that;

*"My leader, appreciates with words of encouragement, word of recognition, round of applause, well he just makes you feel good whenever you achieve tasks, there was no exact way he did this, it could be different at any time. One day he took me out for lunch and we discussed, he told me he was impressed and further stated that I should keep it up"- AB*

Again, BW notes that

*"My leader has a way of rewarding you that touches your heart, sometimes, he can organise a surprise party just to celebrate your milestone achievement, he also organises end of the year party, dinners etc. just to keep us motivated. I can remember one time when I met up with my tasks before the week ran out, he organised a special meal for me and told me to take the day off. Also, he can encourage you through words of affirmation, appreciation, he also recommends us for higher duties- BW*

The above signified that interviewees agree that their leaders rewarded them through intrinsic rewards. The researcher decided to probe if there were elements of extrinsic or financial rewards attached to appreciation. Some noted

*"Well, it was not in my leaders place to offer monetary rewards, this was mainly the role of management, so monetary, cash bonuses, incentives came from the management who may be through your special performance, can decide to reward you with extra cash. However, my leader can influence their decision, he can recommend you to management as a hardworking employee who deserves to be recognised but giving you monetary rewards, he has never done that"- HM*

From the above, it is implied that strategic leaders are mainly rewarded through intrinsic rewards, not extrinsic rewards

The researcher further decided to probe the impact of intrinsic rewards on employees. BW explained that:

*"It made me feel loved, responsible and cherished, it also instilled in me the perception that my leader was interested in me and wanted the best for me. This gave me the feeling of importance to my leader, and it created in me the desire to do and achieve more"-BW*

Similarly, OP explained that:

*"With the rewards given to me by my leader, I am better encouraged motivated to achieve extra task, I mean who would not want a leader who can take you out for lunch and discuss about your achievement and tell you how you can achieve more"-OP*

From the responses above, interviews noted that intrinsic rewards offered by their leader increased their importance and value. They opined that recognition, free lunch, encouragement, words of affirmation motivated and stirred up the zeal to achieve more. Thus, it is deduced that leaders' use of extrinsic rewards is a strategic skill to motivate employees. This goes in line with general literature on reward management. Ntwiga, Muchara, and Kiriria (2021) note that intrinsic rewards motivated employees better and for a longer time; intrinsic rewards are psychological rewards that increase employee self-esteem, thus increasing their motivation and commitment.

This section reveals that strategic leaders motivated employees to attain goals through building interpersonal relationships and training followers to handle tasks. Also, the section reveals that leaders adopted strategic skills of teamwork towards problem-solving. Furthermore, the section revealed that intrinsic strategic rewards were used to motivate and increase staff commitment. For elaborate discussion and comparing to literature see (section 4.3.2.)

#### **4.2.3. Research Objective Three: To critically examine the influence of strategic leadership on employee productivity.**

Questions 16-19 on the interview schedule, answer this objective. However, question 17 provided the most important responses.

##### **a. How has your leader helped you to be productive?**

The interviewees gave their opinions on how their leaders enabled them to be productive

For BW, her leader enabled her to become productive through adequate supervision; he explains:

*"Being new on the job, there are several challenges I face, but with adequate supervision from my leader, I am sure to overcome such challenges, my leader is the type of person that can walk up to your desk during work just to see what you are doing. My leader always checks our records at the end of the day to ensure that everything is balanced. She was very hardworking; she is the kind of person that you can walk up to when you are experiencing challenges and receive the best answers"-BW*

AB's response outlines that his leader helped his productivity through a combination of several factors; his statement reveals that factors as "supervision" "constant checking of records," "hard work" and "answering questions" were essential qualities his leader posed that enhanced his productivity. These factors can be linked to supervision. Carter and Greer (2013), note that supervising leaders ensured staff compliance and achievement to work requirements; thus, AB's leader constantly checking records, ensuring hard work, and answering questions meant she was a good supervisor, as her actions are targeted to ensuring compliance and achieving work requirements.

In a different opinion, KK, noted that his leader enabled him to achieve productivity through knowing strengths and capitalising on them

*"My leader is the kind of person that is very observant, he knows your strengths and weakness, when he sees your performance, he knows exactly what you are good at and where you need improvement, so what he does he assigns you to jobs where he feels you are more effective. Naturally, there are some jobs that if you give me, I may not effectively do them, but you see my leader knows this so he assigns me to places of my strength, thus enabling me to be better productive"-KK*

Succinctly, KKs response notes that his leader was good at noting areas of strengths and weaknesses and assigning employees to areas they best excelled. Thus, his leader was able to explore areas of strength and maximise such areas. This skill is similar to Dastane (2020), explanations of exploring potentials. To him, a leader's capacity is tested by knowing the strength and weaknesses of employees, exploring their potentials, and aligning their potentials to success. Thus, from KK, it is observed that a leader must explore and align.

YH made an astonishing remark on how his leader enhanced his productivity, he narrated that;

*"One thing I see my leader do that increases my productivity is leading by example, my leader is a hard worker and always on the job. He cannot tell you to do something and not do it himself, I remember once my leader kept us in the office still 8pm, while we were yawning, he was working. The next day, he was the first to come to the office. This stirs me up to be like him, so I keep working hard just as he works hard, hoping that one day I will be in his position, and I can motivate others the way he does"- YH*

Evaluating YHs response, he noted that his leader aids his productivity through "leading by example". i.e, exemplary leadership, he expressed that his leader is "hardworking" always involved in task "never asking employees to do what he will not do," etc. These display qualities of an exemplary leader. From the analysis, exemplary leadership had the qualities of transformational leadership. Udovita (2020), notes that transformational leaders inspired followers through their actions and deeds, thus, stirring followers to take "their footsteps" and "do as they do". Existing literature is silent on exemplary leadership; thus, this is a new finding of this research.

This section reveals that leaders enhanced employee productivity through supervision, exploring strengths and weaknesses, and exemplary leadership. Leaders strategically used these to increase employee performance. For discussion and comparison of these skills to the literature see section (4.3.3)

### **4.3. Section Two: Discussions and Comparism to Literature**

This section discusses the findings from the analysis of interviews, therefore comparing findings with the literature review. The discussion is made based on the research objectives.

#### **4.3.1. Research objective one: To critically investigate strategic leadership skills among leaders in the Nigerian banking sector**

This objective investigated the strategic leadership skills amongst leaders in the Nigerian banking sector. The essence was to discover the skills that enhanced successful strategic leadership. Thus, the basic skills discovered were skills in line with change, innovation, creativity, and strategic decision making

##### **a. Finding one: Skills for Change Management**

Change is a difficult task; Wang, Holmes, Oh et al. (2016), note that strategic leaders are constantly challenged with change management and transformation. Employees resist change, especially when they are unaware of its benefits. Furthermore, Shoemaker and Krupp (2013) note that instituting change requires uncanny leadership ability to convince employees to accept change, therefore mobilising them to accept change. This research discovers that an essential change management skill required for strategic leadership was communication and enlightenment. This corresponds with findings in the literature review;

Quigley and Graffin, (2017), note that communication was essential to keep employees informed about organisational intentions for change. They further explain that employees were resistant to change when they were unaware of change, its processes, and benefits. Thus, communication skills allowed a strategic leader to inform and enlighten employees about change and associated benefits effectively.

Similarly, Castelli (2016), echoes the argument above, however in a different way, he notes that communication, in general, was important for organisational productivity. It keeps employees synergised with management goals and objectives. The worst thing that can happen to an organisation, is to experience a breakdown in communication; this results in disorganisation, less coordination, and haphazard actions. A disorganised organisation further could not achieve its goals. Therefore, communication was necessary to keep interdepartmental relationships, increasing the relationships between departments, management, and employees. Relating to change, Knies, Jacobsen, and Tummers (2016), explain communication was more

important; communication enlightens employees about the change process, "what it entails, what needs to be achieved, what is needed and how it is achieved". Further dousing all mixed feelings associated with change. Therefore, Kitonga (2017), opines that the essential skill for change management is communication. Strategic leaders need to learn how to sell change initiatives to employees, therefore, stimulating acceptance.

Apart from communication, interviewees also noted the need for mobilisation and efficient resource utilisation. Change requires human and material resources. The ability to manage change is hinged on the capacity to mobilise human and material resources. Strategic leaders need to mobilise, channel human and material resources towards achieving change. This corresponds with the findings documented in the literature review.

Graffin (2017), explains that the efficient mobilisation of human and material resources was essential to achieving change objectives. Thus, a leader must manage human and material resources to ensure that change is achieved. Mutia (2015) also notes that leadership is saddled with the responsibility of communicating shared values, thus inspiring people and motivating them towards achieving similar goals. Therefore, change required successful mobilisation, management, and coordination of human and material resources.

#### **b. Finding two: Skills for innovation, creativity, and initiatives.**

The next finding was skills for innovation, creativity, and initiatives. Azhar, Ikram, Rashid et al. (2015), note that strategic leaders needed to be creative and innovative, thus promoting a culture of constant development. Innovation enabled strategic leaders to set realisable goals and strategies to achieve them. This research discovers that skills needed for creativity, initiative, and innovation were flexibility, delegation, and thinking out of the box. Also, strategic leaders adopted a multidimensional approach towards creativity and innovation. This confirms findings in the literature review

Samimi, Cortes, Anderson, et al. (2020), note that strategic leaders took a multidimensional approach towards innovation. They listened to diverse opinions and chose the best. Strategic leaders supported creativity through delegation and teamwork. They explained that strategic leaders valued employees, considering them as the most valuable organisational asset. Employees when offered the opportunity, were innovative and creative. Thus, strategic leaders allowed employees to bring their ideas to the organisation: this significantly aided organisational performance and progress.

Kitonga (2017), notes that strategic leaders were astute learners; they promoted a culture of learning and inquiry. Through learning, strategic leaders gain positive and negative knowledge about certain courses of action. Shoemaker, Krupp, and Howland (2013) empirically reveal this, their study that points out that learning was amongst the highest collective areas of leadership amongst 40 pharmaceutical CEOs. Thus, the research concludes that learning was essential for innovation, development or initiatives, courses and plans of action, overcoming challenges, setting new goals, and drafting workable solutions to achieve them

Furthermore, Quigley and Graffin (2017), considered learning an essential skill for strategic leadership, as leaders are constantly faced with challenges. Dynamic challenges need dynamic solutions; thus, strategic leaders always sought to learn and develop newer strategies to overcome problems. Therefore, it became mandatory for strategic leaders to keep learning to stay "untop of their game"

### **c. Finding Three: Skills for strategic decision making for organisational performance**

Strategic leaders are charged with the responsibility of constantly making decisions. Successful decisions that achieved organisational performance were attributed to the leader, convincing employees of his expertise and capacity (Abdallah, Obeidat, Aqqad et al., 2017). Therefore, strategic leaders are compelled to make decisions for organisational performance or risk losing authority and legitimacy (Abashe, 2016). This research discovers skills necessary for impeccable decision-making. Interviews revealed that thinking out of the box, weighing long and short-term benefits, analytical and evaluations were most reliable for decision making. Combing these skills together reveals that they entail divergent thinking and critical evaluation. The literature review is silent concerning divergent thinking however contains discussions about critical evaluation.

Divergent thinking is simply "thinking out of the box". Ahmed, Nawaz and Khan (2016), note it is a contemporary skill for managers and leaders given multidimensional organisational problems. Divergent thinking looks at issues from different perspectives, weighing pros and cons, advantages and disadvantages, benefits and consequences. Further, they explained that leaders that exercised divergent thinking were flexible and adaptable. Thus, they get information and inspiration from mundane things. This is seen in BWs leader where she notes, "my leader, sometimes shuts himself in the office to think". This further proves that divergent thinking involves the process of "thinking". Azhar, Ikram, Rashid et al. (2015), note that

divergent thinking also entails listening to divergent views, thus gaining insight into new ideas and inspiration.

The next skill discovered for decision making was evaluative and critical skills. Chowdhury (2014), notes these are conceptual or intellectual skills. These enable a strategic leader to critically appraise courses of action, thus weighing the associated risk and benefits. Evaluative skills consider the long-term or short-term benefits of decisions, further targeting them to accomplishing short- or long-term goals. He also notes that these skills enable leaders to explore and exploit core potentials in an organisation, thus managing social and human assets, further inculcating and sustaining a persistent and fair organisational culture.

#### **4.3.2. Research Objective two: To critically investigate the impact of strategic leadership on goal attainment**

Goal attainment is necessary to strategic leadership. Jabbar and Hussein (2017), explain that the essence of strategic leadership is to influence people towards achieving goals. This is a fundamental difference between leadership and strategic leadership; while leadership focused on inspiration, strategic leadership focused on achieving goals. Thus, strategic leaders inspired followers to achieve specific tasks. This section importantly discovered the process by which strategic leaders inspired followers for goal attainment

##### **a. Finding One: Strategic skills for motivation for goal attainment**

Motivation is essential to goal attainment Jaradat and Mashour (2017), note that de-motivated employees lost the driving zeal to achieve tasks. Therefore, risked redundancy and lacked performance. Abdul Rahman, Othman, Yajid et al. (2018), also note that highly motivated staff committed behavioural, cognitive, and physical abilities towards goal attainment. Thus, it was necessary to keep employees motivated. This research discovered that an essential skill for motivating employees towards goal attainment is interpersonal skills and training to handle responsibilities.

Interpersonal skills are socialable skills used to build relationships (Deeboonmee and Ariratana, 2014). This research goes ahead, discovering that strategic leaders used interpersonal skills to instill employees with vision, purposes, and goal orientation. This finding is not discussed in the literature review. While the literature review discusses interpersonal skills, it is silent on using interpersonal skills to align employees to organisational goals. Thus,

this finding is new to this research. From the literature review, scholars noted the importance of interpersonal skills.

Al-Ansaari, Bederr, and Chen (2015) explain that leaders interacted properly with staff with interpersonal skills. Interactions were essential for building rapport, motivating, and discussing issues pertaining to organisational wellbeing. Therefore, leaders with good interpersonal relationships were friendly and "found their way" across employee-related problems. This research builds on this; the research notes that leaders instilled purpose, focus, and vision in staff with good interpersonal skills. Leaders with interpersonal skills can build positive relationships with staff further encouraging to "keep their eyes on the target" thus maintaining a goal-oriented mindset. This is linked to transformational leadership, where Chowdhury (2014), notes that transformational leaders build healthy relationships to mobilise staff towards achieving goals. Though the transformational leader was friendly, he had a goal in mind; thus, he targets followers' strength towards achieving goals.

The second skill that strategic leaders used to motivate employees towards goal achievement was training. This research discovers that strategic leaders trained employees to handle tasks for themselves. By training employees to handle tasks for themselves, the leader stills employees to carry out tasks in the leader's absence. This was essential, as leadership entailed replicating skills, characters and attributes. Thus, a leader successfully replicates his skills, characters, and attributes by training staff to carry out tasks themselves. This finding corresponds with existing literature:

Strand (2014), notes that training employees to handle tasks for themselves instilled in employee's confidence, courage, and zeal; these were essential in achieving goals. Lord (2016), also notes that employees that were given tasks to handle displayed more responsibility due to the desire to prove their worth to the leader, furthermore "not letting them down". On the whole, leaders that trained staff to handle tasks built a team of quality staff; well-equipped and confident to achieve tasks.

#### **b. Finding Two: Solving problems associated with goal attainment**

Attaining goals is a difficult task; Shoemaker, Krupp, and Howland (2013), note that leaders constantly grapple with associated challenges of achieving goals and tasks. Some challenges discovered by this research include; The high demands to attain goals, makes developing skills for solving goal attainment problems imperative. Thus, leaders must strategically use skills to

solve goal attainment problems. This research discovers teamwork as a skill to solve goal-oriented problems. Teamwork entails the ability to work in groups coordinately and cooperatively, thus attaining goals. In comparison, traditional teamwork was mobilising employees towards achieving goals. This research discovers the usefulness of teamwork in solving goal attainment problems. Teamwork can be used to solve goal attainment goals through assigning, coordinating, supervising, and delegating. These finds are not documented in the existing literature; thus, it is a finding attributed to this research.

A central problem that hinders goal attainment is laziness and dereliction; thus, employees abscond from carrying out their duties. By placing employees in a team, leaders can supervise employees, thus ensuring that goals are achieved effectively. Udovita (2020), notes that employees are better managed and supervised when placed in teams, as other team members can reprimand an erring employee. Furthermore, teamwork motivated low-performing staff by constantly comparing their performance to that of teammates. When an employee records low performance compared to other teammates, he is intrinsically motivated to achieve more. Thus, teamwork is a potent instrument for solving goal attainment problems.

Teamwork fosters coordination and cooperation. Carter and Greer (2013), documents that goals are better achieved in teams due to coordination, precision, and cooperation. Abuzid and Abbas (2017), also explain that 60% of goal-related failures are due to independent employee actions. However, placing employees in teams enables cooperation. Team members learn from each other and build on mutual strengths. He also notes that teamwork enables focus on goal orientation as all team members become targeted to achieve specific tasks.

### **c. Finding Three: Rewarding Goal Attainment**

Rewards are essential to goal attainment. Wang, Holmes, Oh, et al. (2016) note that rewards motivate employees, thus driving them to perform better. With good rewards, employee motivation and morale were high; these are significant to employee productivity and goal attainment. Thus, leaders must develop strategic rewards that motivate employees. Quigley and Graffin (2017), note that motivating employees was insufficient; leaders needed to constantly keep employees motivated, as motivation is an unstable factor that dwindles based on organisational practices. Thus, it is necessary for leaders to align rewards to sustain a motivated workforce strategically. This research discovers the potency of intrinsic rewards in motivating and sustaining a motivated workforce. Employees revealed that intrinsic rewards like

"recognition," "round of applause," "round table discussions", "words of encouragement," "words of affirmations," etc. are essential to motivating staff. Employees noted that despite not getting financial rewards from their leaders, they were better motivated to achieve goals. These findings do not correspond with findings in the literature review, as the literature review is silent on rewards issues. However, existing literature discusses rewards and motivation

Bardan and Youssef-Morgan (2015), note that intrinsic are psychological rewards that resonate with employee emotions, thus stimulating feelings of attachment to an organisation. They explain that that with intrinsic rewards, employee self-esteem needs are satisfied. This encouraged employees to stay committed to achieving organisational goals.

Belias and Koustelios (2014), note that intrinsic rewards sustain employee motivation. As noted earlier, employee motivation dwindled based on organisational practices, working conditions, and work environment factors. Intrinsic rewards are needed to sustain and maintain a highly motivated workforce. Further, they explain that the apex need of employees is self-actualisation and recognition. Employees that were self-actualised and recognised had less tendency of quitting an organisation. Thus, applying intrinsic rewards was a strategic tool for motivating and sustaining motivation.

#### **4.3.3. Objective Three: To critically examine the influence of strategic leadership on employee productivity.**

Productivity is essential for organisational performance. Interestingly, a core essence of strategic leadership is productivity. Castelli (2016), notes that strategic leaders have to develop productive teams. Thus, strategic leaders employed several techniques to keep employees productive. This research discovers skills essential for driving productivity. The research reveals that supervision, exploring strengths and weaknesses, and exemplary leadership are strategic skills adopted by leaders to keep employees productive.

##### **a. Finding One: Supervision**

The interviews reveal that supervision is essential for productivity. Leaders that constantly supervised employees ensured that they met up with deadlines and complied to work requirements. The value of supervision to employee productivity is documented in the literature review

Knies, Jacobsen, and Tummers (2016), note that supervision was the act of monitoring, accessing, and evaluating employee performance. Supervision enabled employees to comply with tasks and required standards of job delivery. With good supervision, employees are instructed and guided in specific ways to achieve tasks, hence, limiting the occurrence of errors and mistakes

Also, Kitonga (2017), elaborates that supervision included planning and allocation of work, monitoring and checking work, laws and task compliance, ensuring workers' involvement in organisational tasks, and building solid teams. He further notes that with adequate supervision, employees "know what they are supposed to do," thus increasing their productivity. This makes supervision an important strategic leadership skill.

### **b. Finding Two: Exploring strengths and weaknesses**

Interviews revealed that exploring strengths and weaknesses is an essential skill that increased productivity. The ability of leaders to observe employees, thus noting their areas of strengths and assigning them to such areas, is pertinent for productivity. Interviewees note that employees did not succeed in all jobs and roles; however, a strategic leader explored employees potentials by assigning them to areas they were suited for. This entails a "square peg and square holes" strategy. This finding is new to the research, as existing literature is silent on exploring employee strengths and weaknesses.

However, Quigley and Graffin (2017), explain ideas similar to this skill; they note that an essential quality of leadership is the ability to study human beings. Although leaders manage diverse people from different backgrounds, successful leaders know the right people to assign for the right jobs. Similarly, Samimi, Cortes, Anderson et al. (2020), argue that leaders do not only interpret data but also individuals. Based on performance reviews and appraisals, leaders should intelligently discover what tasks fit which employee and channel them. Additionally, they expressed that leaders balanced strengths with weaknesses and understood employees' areas of specialty.

Opposing the above, Kitonga (2017), notes that leaders focusing on strengths and disregarding weaknesses was dissatisfactory. It is a leader's responsibility to capitalise on employees' strengths and improve on weaknesses. Correspondingly, Mutia (2015), argues that the relevance of training and development is to enable employees to build on strengths and improve

weaknesses. Thus, it is recommended that strategic leaders focused on building strengths and improve weaknesses. This way, employees achieved better productivity.

### **c. Finding Three: Exemplary leadership**

This is another novel discovery of this research. Exemplary leadership is simply leading by example. Interviewees described it as "leaders doing what they asked employees to do". Exemplary leadership becomes essential to productivity as it enables followers to watch leaders' actions and strive to replicate such. Though not discussed in the literature review, transformational leadership had equal characteristics with exemplary leadership.

Abdallah, Obeidat, Aqqad et al. (2017), note that transformational leaders encouraged followers to "act the way they do," thus serving as role models to followers. Employees looked up to leaders to guide, instruct and teach the relevant skills. The best way to teach is through leading by example. Similarly, Abashe (2016), argued that exemplary leaders instilled hard work, commitment, and dedication in employees, thus motivating them to do the same. In organisations with recalcitrant employees, it was often difficult to compel employees into obedience. However, by leaders acting in the desired manner, they influenced employees to do the same. Thus, leaders need to be encouraged to adopt exemplary leadership as employees were observant.

In a slightly different explanation, but still corresponding to the above arguments, Ahmed, Nawaz, and Khan (2016), explain that mediocre leadership was detrimental to organisational success, as employees learned better by examples. In addition, having mediocre leadership instilled negative work ethics in employees, further limiting performance. Thus, it is prudent for leaders to lead by example thus encouraging employee productivity strategically.

## **4.4. Conclusion**

Significantly, this section contained the analysis of interviews and discussion of findings. Findings pointed out the required skills for strategic leadership. Strategic leaders channeled employees towards goal attainment and employee productivity. In achieving this, strategic leaders needed to combine different skills. This section revealed that skills like interpersonal skills, teamwork, exemplary leadership were essential to goal attainment and productivity. Thus, these skills are found in Nigerian banks and are adaptable to other sectors. However, these research findings have implications; the following section discusses these implications.

## CHAPTER FIVE

### CONCLUSION, IMPLICATIONS, CONTRIBUTIONS, RECOMMENDATIONS, AND REFLECTIONS

#### 5.1. Overall Research Summary

This study aimed at discussing strategic leadership and its role in employee productivity. Contemporary challenges have shifted the emphasis of traditional leadership to strategic leadership. The two are different; Chowdhury (2014) notes that while traditional leadership seeks to inspire people to achieve goals, strategic leadership is the purposeful use of leadership skills to motivate people to achieve goals. The need for greater productivity has occasioned the development of strategic leadership. Research shows that strategic leadership was better at motivating employees into greater performance and productivity. Thus, this research aimed at discovering how strategic leadership played out amongst Nigerian banks. The banking sector needs strategic leaders. Akani (2019), explains that the huge workload, financial analysis, and record-keeping required strategic leaders who mobilise team roles for effective productivity. Sule (2017), further points out that bankers were likely to become tired, weary, and discouraged, further propelling low productivity. However, strategic leaders aid employees, keeping them continuously motivated and targeted towards goal achievement. Therefore, the central research question was "what was the role of strategic leadership in employee productivity". The research was subdivided into Five chapters and had three objectives. These research findings yielded several findings. The section below discusses the implications of the research findings.

#### 5.2. Implications of the Research Findings

##### 5.2.1. Objective One: To critically investigate strategic leadership skills among leaders in the Nigerian banking sector

As noted earlier, this objective sought to investigate strategic leadership skills amongst leaders in Nigerian banks. Findings from the interviews reveal that strategic leaders in Nigerian banks had three specific skills, i.e., skills for change management, innovation and creativity, and

decision-making skills. The first skills include the ability to communicate and mobilise individuals. This was necessary for passing messages across likewise synergising leadership intentions with employee actions. Despite being important, it creates several threatening implications, Egessa, Odero, and Oseno (2020), notes that communication was necessary; however, over-communication can be a waste of time, therefore taking away employees from important work. Furthermore, employees needed to be innovative and initiative; overcommunication limits innovation and creativity as employees always "waited for orders from higher uppers" thus, in events that need rapid decision making, employees were less productive. Also, supporting a multidimensional approach towards innovation and initiative was risky as not all ideas are beneficial.

Furthermore, a leader who always listened to employees' opinions showed a level of incompetency. Elkhdr (2019), notes that leaders sometimes needed to be decisive taking actions via "inner gut" and "inner courage". Thus, strategic leaders adopting a multidimensional approach towards innovation could generate successful or detrimental ideas for the organisation. The last decision-making skill, i.e., analytical and evaluative, could be the most important, as every decision, idea, innovation, etc., must be critically evaluated. By doing so, leaders can gauge the benefits and potential consequences. Furthermore, leaders can further weigh their effects based on long- or short-term strategies. Thus, the last skill on decisions for organisational performance became the most essential for strategic leaders.

### **5.2.2. Objective two: To critically investigate the impact of strategic leadership on goal attainment**

This objective sought to discover strategic leadership skills essential for goal attainment. A focal emphasises of strategic leadership is goal attainment. The research discovered that strategic leadership skills for goal attainment included; skills for motivation/goal attainment; skills for solving problems associated with goal attainment, and skills for rewarding goal attainment. Skills for motivation/goal attainment include interpersonal skills and training employees to handle responsibilities themselves. These were beneficial to the organisation in building positive relationships and improving employee capacity. However, overuse of these skills recorded certain implications. For example, being too interpersonal with employees led to contempt, a situation where leaders lose their respect. Egessa, Odero, and Oseno (2020), note that leaders need to be interpersonal; however, not become too familiar with employees. This could lead to disrespect, contempt, and situations where employees do not take leaders

seriously. Thus, leaders must exercise restraint and only show the necessary interpersonal relationship to stir employees towards goal attainment.

Furthermore, training employees to handle responsibilities was important in creating self-reliant and innovative employees; however, this should not substitute supervision. Fitza (2017), explains that supervision of employees was necessary no matter the ability of employees. Hill, Schilling, and Jones (2016), also note that employees had the ability to derelict from duties; in the ideal situation, employees trained to handle responsibilities had a greater commitment to work. However, this was not always achieved, as employees tended to be lazy and uncommitted despite being accorded much trust and responsibilities. Thus, supervision was necessary to keep employees focused and on the job.

### **5.2.3. Objective three: To critically examine the influence of strategic leadership on employee productivity.**

Productivity entailed employees achieving tasks qualitatively and quantitatively. Anitha, (2014), notes that employee's productivity was defined by the set tasks and the desired outcomes. Thus, a productive employee achieved task's desired outcomes. Strategic leadership skills are important in enhancing productivity. This research discovered that strategic leadership skills essential for productivity were supervision, exploring strengths and weaknesses, and exemplary leadership. Adequate supervision aids in monitoring employee compliance to tasks. Also, good supervision identifies work errors and provides constructive corrections (Mjaku, 2020). However, one implication of over supervision was stifled innovation and creativity. Jabbar and Hussein (2017) note that leaders who constantly supervised employees hindered their productivity, further creating a lack of trust in employee capabilities. This de-motivated staff and reduced their confidence.

Also, exploring strengths and weaknesses, despite identifying employees' strong areas and placing them in best-suited areas, was detrimental as it hindered employees from improving on weaknesses. Lord (2016), note that human resource management was targeted at developing employee strengths and improving on weaknesses; thus, focusing on strengths and neglecting weaknesses signified poor HR practice. Furthermore, employees needed a wholistic development plan, improving weaknesses though assigning employees to areas of weaknesses developed their capacity to handle such tasks. Thus, strategic leaders that focused solely on employee strengths risked less employee capacity improvement. Showing exemplary leadership was important. In showing exemplary leadership. Udovita (2020), notes that leaders

must display all good qualities, thus, enabling employees to learn directly from leaders. This was the most potent form of leadership which kept leaders and employees on the right track.

### **5.3. Contributions of the Study**

This study has made novel contributions; the first contribution is on the role of interpersonal relationships as a strategic leadership skill. Previously, research on interpersonal relationships revealed its importance for building organisational relationships, thus creating a cordial link between leaders and employees. This research, however, further reveals the value of interpersonal skills. As a result, leaders can use interpersonal skills to maintain relationships with employees, keeping them focused and committed to achieving goals.

Secondly, the research discovered the strategic value of teamwork. Previous research seeks teamwork for achieving team goals. This research discovers that teamwork can be used to improve individual employee performance strategically. Low-performing employees placed in high-performing teams will be motivated to meet overall team standards, thus improving productivity.

Another novel discovery was on the role of exemplary leadership. Previous research is silent on stirring employee productivity through exemplary leadership. Exemplary leaders led by examples. Thus, they were able to show employees the right work ethics. Finally, this research discovered the value of exploring employee strengths and weaknesses. Through this, leaders developed employee strengths and improved employee weaknesses, thus building productive teams. This research further authenticates the value of strategic leadership, innovation, creativity, teamwork, and rewards as factors necessary for productivity.

### **5.4. Limitations of the Study**

This study records certain limitations

Firstly, the research adopts interviews and qualitative data. Though this provides rich, in-depth, and detailed data; however, research findings from interviews cannot be generalised on the entire population. The qualitative methodology does not use representative samples. Samples are randomly drawn based on judgment or convenience. Thus, findings from qualitative studies are insufficient to make generalisations.

Secondly, time and location limited the researcher. The time allocated to the researcher was insufficient to carry out sophisticated research. Furthermore, the researcher had to conduct the study while carrying out other personal roles. For the location, the researcher was based in Ireland, while the case studies were in Nigeria. This limited the number of interviews the researcher could conduct. Also, interviews were conducted using technological means; this limited direct observation and in-depth discussions with the interviewees.

Finally, the researcher being a novice, limited the ability to manage data and achieve sophisticated findings. This would be different if the researcher were an expert

### **5.5. Recommendations for Practice**

Based on the research findings the following are recommended;

Leaders in Nigerian banks should display exemplary leadership. They should exalt good qualities like hard work, discipline, commitment, etc. This will enable employees to follow suit and increase productivity

Leaders should develop employee strengths and provide mechanisms to improve on employee weaknesses. This balances employee's capacity, as they can use strengths to achieve productivity and exercise their weaknesses, thus becoming better.

Teamwork should be encouraged. Teamwork builds employee capacity, keep employees focused, and increases collective productivity

Supervision is also needed; however, supervision should not be overdone; leaders should create space for employees to exercise innovation, creativity, and initiatives, building on employee capacity.

Finally, positive organisational practices like rewards, communication, innovations, etc., should be strategically used, i.e., aligning them to organisational goals and objectives. This will enable employees to achieve productivity.

### **5.6. Recommendations for Further Research**

This study contains limitations; therefore, further research should address these limitations by

Carrying out quantitative studies. This provides representative samples and findings that can be generalised to the entire population.

Future researchers can study strategic leadership in different sectors, e.g., hospitality industry, construction, mining, etc. future researchers can also study strategic leadership based on countries, e.g., comparing Nigeria, Ireland, the United Kingdom, etc.

Finally, future researchers can carry out studies on strategic leadership, adopting a wider timeframe. This will increase the available research findings

### **5.7. Reflections**

The researcher concludes by noting the value of the research. The research had been a self-improvement exercise. The researcher can boast of achieving some level of efficiency in research methodology. Also, the researcher has gained knowledge on strategic leadership, employee productivity, and HRM practices. The researcher's challenges were in data collection and analysis; qualitative analysis is time-consuming and difficult. Huge responses make managing data a daunting task. However, with an expert supervisor who also specialises in HRM, the researcher overcame these challenges. The researcher considers pursuing further research in HRM in future academic engagements.

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## Appendix A: Consent Form

### INFORMED CONSENT FORM

#### I. Research Study Title: **An Inquiry into the Influence of Strategic Leadership on Employee Productivity in Nigeria's Banking Industry**

University: Griffith College, Graduate Business School.

Researcher Name: Marvin Onogbo

Email: marvinonogbo@gmail.com

#### II. Clarification of the purpose of the research

The aim of this research is to understand the influence of Strategic leadership on Employee productivity in Nigeria's banking industry. Furthermore, through a combination your participation and the latest research in the topic, this research will add to body of academic understanding strategic leadership

#### III. Confirmation of particular requirements as highlighted in the Plain Language Statement

This project involves taking part in (semi-structured interviews). The interviews responses will be recorded, and seek to gather information on your experience of ease of doing business in Nigeria's agricultural sector. Questions are directed towards your thoughts on the models and methods of customer engagements and its impacts on customer loyalty. I estimate the interviews/survey will take no longer than 30 minutes to complete.

##### **Participant – please complete the following (Circle Yes or No for each question)**

- |  |        |
|--|--------|
| Have you read or had read to you the Plain Language Statement        | Yes/No |
| Do you understand the information provided?                          | Yes/No |
| Have you had an opportunity to ask questions and discuss this study? | Yes/No |
| Have you received satisfactory answers to all your questions?        | Yes/No |
| Are you aware that interviews will be audiotaped?                    | Yes/No |

#### IV. Confirmation that involvement in the Research Study is voluntary.

Involvement in this Research Study is voluntary. Participants who decide to take part may withdraw from the Research Study at any point. There will be no penalty for withdrawing before all stages of the Research Study are complete.

#### V. Advice as to arrangements to be made to protect confidentiality of data, including that confidentiality of information provided is subject to legal limitations

Every effort is made to ensure the confidentiality of the participant. Participant names will not be recorded, as all participants will be assigned a code. Where used, recorded interviews/survey data will be downloaded to a password-controlled computer, typed transcripts/survey results are held within password-controlled documents. Participant biographical details and or mention of other persons will be omitted in the final report. Confidentiality of information provided is subject to legal limitations.

**VI. Participant Signature:**

I have read and understood the information in this form. My questions and concerns have been answered by the researcher, and I have a copy of this consent form. Therefore, I consent to take part in this research project

**Participants Signature:**  \_\_\_\_\_

**Name in Block Capitals:** BEAUTY WUNGAKAR \_\_\_\_\_

**Date:** \_\_\_\_\_ 12/08/2021 \_\_\_\_\_  
\_\_\_\_\_

## **Appendix B: Interview Schedule**

### **Introductory Questions**

1. Please what is your name?
2. What bank do you work in?
3. For how long have you worked here?
4. Do you find working here enjoyable?
5. I'm I permitted to record this interview?

### **Objective one: To critically investigate strategic leadership skills among leaders in the Nigerian banking sector**

6. Can you describe your leaders?
7. How does you leader manage change especially with employees?
8. How does your leader promote innovation, creativity and initiatives?
9. How effective is your leader in making strategies for organisational performance?
10. Can you explain how you leader comes up with decisions?

### **Objective Two: To critically investigate the impact of strategic leadership on goal attainment**

11. How does your leader motivate staff for goal attainment?
12. Are there challenges you think your leader faces in making goals?
13. How does your leader solve problems relating to goal attainment?
14. How does your leader align employees towards goal attainment?
15. How does your leader reward after goals are attained?

### **Objective three: To critically examine the influence of strategic leadership on employee productivity.**

16. What is your definition of productivity?
17. Has your leader helped you to be productive?
18. How does your leader motivate you to productivity?
19. How does your leader reward your productivity?

### **Conclusion**

20. What recommendations can you make for improving leadership in this organisation?

21. Is there anything you will like to add?

NB: Interviews will not be limited to the above questions as new questions will evolve based on employee's response.

## Appendix C: Sample Transcribed Interview for BW

### Introductory Questions

1. Please what is your name?

Beauty Wangarkar

2. What bank do you work in?

Fidelity Bank, Nigeria

3. For how long have you worked here?

5 years

4. Do you find working here enjoyable?

Yes, I do

5. I'm I permitted to record this interview?

Yes you are

### **Objective one: To critically investigate strategic leadership skills among leaders in the Nigerian banking sector**

6. Can you describe your leaders?

*Well my leader is good, calm, resourceful, industrious and hardworking. He is down to earth very humble. He hardly gets angry but he knows how to let you know when he is angry*

7. How does you leader manage change especially with employees?

*For my leader to manage change, he carefully communicates the reasons for change and makes you see the reason why it is important, he doesn't impose or forces it on you, but he enlightens you, to a point where you see change as necessary*

8. How does your leader promote innovation, creativity and initiatives?

*Well, my leader will critically look at issues from divergent perspectives, he does not stop at a position, or is not learnable, or teachable, he looks at multidimensional approaches seeking to understand different ways of achieving tasks, this enables him to make strategic decisions which are in line with existing problems*

9. How effective is your leader in making strategies for organisational performance?

*My leader always thinks divergently, he doesn't limit himself to one possibility, thus he thinks out of the box, there was one time we wanted to reach a particular target. He did not follow the conventional strategy, he looked for new perspectives, and he got the accurate answer*

10. Can you explain how your leader comes up with decisions?

*Sometimes, he shuts his door and thinks for long, other times, he asks questions from people to hear their views, other times he can read books, and compare information, he also observes the environment, markets, existing trends, etc. just to get the right ideas. He is also a strong learner, always seeking to learn new things and new ways of performing tasks*

**Objective Two: To critically investigate the impact of strategic leadership on goal attainment**

11. How does your leader motivate staff for goal attainment?

*My leader is the kind of person that motivates you like in an in-depth way, he doesn't just stop in the office, sometimes he calls you on your off days, just to check up on you. He more than inspires you to learn, grow and be the best you can be. He helps you to stay focused, and targeted on the goals, like he makes sure you are always informed on the goals, however, he also creates the time to talk to you and encourage*

12. Are there challenges you think your leader faces in making goals?'

*Several challenges especially making the right goals, ensuring that goals meet organisational needs, channelling goals towards sustainability*

13. How does your leader solve problems relating to goal attainment?

*Teamwork is essential for keeping the team together, as the name applies teamwork, so teams working together, it was difficult to achieve certain goals while working independently however with teamwork these goals became easy to achieve. Through teamwork we share our opinions, ideas, brainstorm on issues, and we develop the right medium to solve problems*

14. How does your leader reward after goals are attained?

*My leader has a way of rewarding you that touches your heart, sometimes, he can organise a surprise party just to celebrate your milestone achievement, he also organises end of the year party, dinners etc. just to keep us motivated. I can remember one time when I met up with my tasks before the week ran out, he organised a special meal for me and told me to take the day off. Also, he can encourage you through words of affirmation, appreciation, he also recommends us for higher duties*

**Objective three: To critically examine the influence of strategic leadership on employee productivity.**

15. What is your definition of productivity?

Productivity is me having to achieve what I am assigned to achieve in a particular day at a particular time

16. Has your leader helped you to be productive?

*Being new on the job, there are several challenges I face, but with adequate supervision from my leader, I am sure to overcome such challenges, my leader is the type of person that can walk up to your desk during work just to see what you are doing. My leader always checks our records at the end of the day to ensure that everything is balanced. She was very hardworking; she is the kind of person that you can walk up to when you are experiencing challenges and receive the best answers*