

Leadership Style and Employee Service Delivery in Money-Deposit Bank in Delta State, Nigeria

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ABSTRACT

The study investigated leadership style and employee service delivery in Money-deposit Bank in Delta State, Nigeria. To achieve this, two research questions were raised leading two hypotheses being formulated to guide the study. The study employed quantitative and descriptive survey design. The population for the study was all the banks staff in Delta State. the sample size was determined by stratified sampling technique the sampled employee are 220 staff from eleven selected banks in Delta State across the three senatorial district. The instrument used for the study was closed ended questionnaire. The instrument was tested for reliability at 0.995 cronbach alpha which was adjudged reliable for the study. The instrument was administered to the sampled respondents. The data collected were analysed using the Frequency and percentages for demographic characteristics while mean and standard deviation were used to test the response rate. Linear regression statistics were used to test the formulated hypotheses. The result shows that transformational leadership style significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria with coefficient of 0.966944, where $t = 48.45909$, at $p < 0.05 = 0.0000$ level of significance and transactional leadership style does not significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria with coefficient of 0.035403, where $t = 1.795007$ at $p > 0.05 = 0.0741$. From the findings recommendation were made that management of money-deposit banks in Delta State should invest in leadership development programs that focus on enhancing transformational leadership skills among

managers and supervisors. It contributed to knowledge by exploration transformational and transactional leadership styles, as providing valuable insights of leadership style that can enhance service quality and customer satisfaction in this context of emerging economies like Nigeria.

Keywords: transformational leadership, transactional leadership, employee service delivery

I. INTRODUCTION

Leadership style plays a crucial role in shaping organizational culture and employee behaviour, ultimately influencing the delivery of services in the banking sector. In Nigeria, particularly in Delta State, the banking industry is a significant contributor to the economy, emphasizing the importance of effective leadership in ensuring optimal service delivery. The nature of leadership within banks can significantly impact employee morale, motivation, and commitment, all of which are essential for delivering high-quality services to customers (Ozgen & Baron, 2021). Understanding the relationship between leadership styles and employee service delivery is vital for bank managers and policymakers to enhance organizational effectiveness and customer satisfaction.

Various leadership styles exist, including transformational, transactional, and laissez-faire, each with its impact on employee behaviour and organizational outcomes (Bass & Riggio, 2020). Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, has been found to positively influence

employee performance and service quality (Alagaraja et al., 2020). In contrast, transactional leadership focuses on contingent rewards and corrective actions, which may have a different impact on service delivery. Understanding how these leadership styles manifest in the banking sector and their effects on employee service delivery is essential for developing effective leadership strategies.

Employee service delivery in the banking sector is a critical aspect of organizational success, as it directly impacts customer satisfaction and loyalty (Alam et al., 2021). Banks in Delta State, Nigeria, are facing increasing competition, making it crucial to enhance service delivery to retain existing customers and attract new ones. Effective leadership can play a significant role in improving employee service delivery by creating a supportive work environment, providing clear direction, and motivating employees to perform at their best (Raza et al., 2020). However, the relationship between leadership style and employee service delivery in the context of money-deposit banks in Delta State remains underexplored.

Thus, identifying the most effective leadership styles for enhancing service delivery, this research can provide valuable insights for bank managers and policymakers. The knowledge of leadership style could reshape and fine-tune employee service delivery in the banking sector, particularly in the Nigerian perspective.

II. STATEMENT OF THE PROBLEM

The banking sector in Delta State, Nigeria, faces numerous challenges, including increasing competition, changing customer expectations, and regulatory pressures. These challenges highlight the importance of effective leadership in ensuring optimal employee performance and service delivery. While the impact of leadership on organizational outcomes has been widely studied, there is limited research focusing on the specific relationship between leadership style and employee service delivery in money-deposit banks in Delta State. Understanding this relationship is crucial for bank managers and policymakers to enhance service quality and maintain a competitive edge in the market.

Furthermore, the existing literature on leadership in the banking sector primarily focuses on transformational leadership, overlooking the potential impact of transactional leadership on employee service delivery. Transactional leadership, characterized by the use of rewards and punishments to motivate employees, may have a

different influence on service delivery compared to transformational leadership. Therefore, there is a need to explore both transformational and transactional leadership styles to determine their respective effects on employee service delivery in money-deposit banks in Delta State.

Moreover, Delta State's unique cultural and economic context may influence the relationship between leadership style and employee service delivery. Nigeria's diverse cultural landscape and the state's specific economic challenges could interact with leadership practices to shape employee behaviour and service delivery outcomes. Thus, there is a gap in the literature regarding how these contextual factors interact with leadership styles to influence employee service delivery in money-deposit banks in Delta State, Nigeria. Addressing this gap could provide valuable insights for bank managers and policymakers seeking to improve service quality and customer satisfaction.

Aim of the Study

The aim of this study is to investigate the impact of leadership style on employee service delivery in money-deposit banks in Delta State, Nigeria. Specifically, the study is to:

- i) examine the relationship between transformational leadership style and employee service delivery in money-deposit banks in Delta State, Nigeria.
- ii) assess the relationship between transactional leadership style and employee service delivery in money-deposit banks in Delta State, Nigeria.

Research Questions

The following research question is being raised for the study:

- i) How does transformational leadership style influence employee service delivery in money-deposit banks in Delta State, Nigeria?
- ii) What is the impact of transactional leadership style on employee service delivery in money-deposit banks in Delta State, Nigeria?

Research Hypotheses

- i) Transformational leadership style does not significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria.
- ii) Transactional leadership style does not significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria.

Significance of the Study

This study holds several significant implications for theory, practice, and policy in the banking sector in Delta State, Nigeria, and beyond. Firstly, from a theoretical perspective, the study contributes to the existing body of knowledge on leadership and employee service delivery by focusing on the specific context of money-deposit banks in Delta State. By examining the effects of transformational and transactional leadership styles on service delivery, the study adds nuance to our understanding of how different leadership approaches can influence employee behaviour and organizational outcomes.

Secondly, the study has practical implications for bank managers and policymakers. By identifying the most effective leadership styles for enhancing service delivery, the findings of this study can inform leadership development programs and practices within money-deposit banks in Delta State. For example, banks could use the insights from this study to train and develop their leaders to adopt more effective leadership styles that enhance employee motivation and service delivery.

Thirdly, the study has implications for policy formulation in the banking sector. In Nigeria, the Central Bank and other regulatory bodies could use the findings of this study to develop policies that promote effective leadership practices in banks. For instance, regulators could incorporate guidelines on leadership development and employee motivation into their regulatory frameworks to improve service delivery and customer satisfaction in the banking sector.

Lastly, the study contributes to the broader literature on leadership and organizational behaviour in the Nigerian context. By focusing on Delta State, the study provides insights that are relevant not only to the banking sector but also to other industries facing similar challenges. Therefore, the findings of this study have the potential to inform leadership practices and policies across various sectors in Nigeria, ultimately contributing to the country's economic development.

III. REVIEW OF RELATED LITERATURE

Conceptualization of Leadership Style

Leadership style refers to the approach or manner in which a leader provides direction, implements plans, and motivates individuals or groups to achieve organizational goals (Northouse, 2021). One prominent framework for conceptualizing leadership styles is the

transformational-transactional leadership model (Bass & Riggio, 2020). Transformational leadership involves inspiring and motivating followers through a shared vision, intellectual stimulation, individualized consideration, and charisma (Avolio & Bass, 2020). Transformational leaders often empower their followers to exceed expectations and achieve higher levels of performance (Judge & Piccolo, 2004). In contrast, transactional leadership focuses on the exchange of rewards and punishments for performance, emphasizing contingent reinforcement and management by exception (Bass & Riggio, 2020). Transactional leaders clarify roles and tasks, set goals, and provide feedback to maintain standards and ensure compliance (Judge & Piccolo, 2004).

Previous studies have highlighted the importance of considering the context and culture in which leadership styles are applied. For example, in the Nigerian banking sector, where this study is focused, the cultural values of collectivism and respect for authority may influence the effectiveness of different leadership styles (Adeyemi & Okunade, 2020). Therefore, conceptualizing leadership style requires understanding how leaders interact with followers, the organizational context, and the broader cultural environment to achieve desired outcomes (Graen & Uhl-Bien, 1995).

Transformational Leadership Style

Transformational leadership is a style where leaders inspire, motivate, and empower their followers to achieve exceptional performance and personal growth. They are often charismatic, inspiring through their vision and personality, and set high expectations while providing support and coaching tailored to individual needs. This approach fosters creativity and innovation by challenging assumptions and promoting new ideas. Transformational leaders drive higher performance and productivity, increase employee engagement and commitment, and encourage a culture of trust, collaboration, and continuous improvement.

Ultimately, this leadership style can lead to higher levels of performance, engagement, and innovation, benefiting both individuals and the organization as a whole. Wang, Oh, Courtright, and Colbert (2011) examined the impact of transformational leadership on employee performance and job satisfaction. The findings suggest that transformational leadership positively influences employee performance and job satisfaction, highlighting its importance in enhancing organizational outcomes. Another recent

study by Tarurhoret al (2022), Hu and Liden (2011) explored the role of transformational leadership in fostering employee creativity and proactive behavior. The results indicate that transformational leaders significantly influence employee creativity and proactive behavior, which are essential for organizational innovation and adaptability

Transactional Leadership Style

Transactional leadership is a leadership style that focuses on the exchange between leaders and followers, emphasizing the clarification of roles, tasks, and expectations, as well as the use of rewards and punishments to motivate followers (Bass & Riggio, 2020). Recent research has highlighted the usefulness of transactional leadership in various organizational contexts. For example, a study by Wang, Wei, and Liu (2020) found that transactional leadership was positively related to employee job performance in Chinese manufacturing firms. The authors suggest that transactional leaders effectively set goals and provide feedback, which helps clarify expectations and motivate employees to achieve higher levels of performance.

Transactional leadership is a style that emphasizes the exchange relationship between leaders and followers, focusing on contingent rewards and management by exception (Bass & Riggio, 2020). Recent research has highlighted the utility of transactional leadership in various organizational contexts. For example, a study by Li, Xie, and Guo (2021) found that transactional leadership was positively associated with employee job satisfaction in Chinese state-owned enterprises. The authors suggest that transactional leaders' use of rewards and punishments helps maintain discipline and accountability, leading to higher levels of job satisfaction among employees.

Moreover, transactional leadership has been found to be effective in situations requiring quick decision-making and crisis management. In a study by Al-Ansi et al. (2020) on leadership styles in the aviation industry, transactional leadership was found to be positively related to safety performance, as transactional leaders were able to quickly identify and address safety issues through active monitoring and corrective actions. This

demonstrates the adaptability of transactional leadership in dynamic and high-pressure environments, where immediate responses and clear directives are crucial for maintaining operational efficiency and safety.

Employee service Delivery

Employee service delivery in money-deposit banks is crucial for maintaining customer satisfaction and loyalty. In the context of Delta State, Nigeria, leadership style has a significant impact on how services are delivered by employees. According to a study by Ojokuku, Odetayo, and Sajuyigbe (2012), effective leadership in Nigerian banks is directly related to improved employee performance and service delivery. The study emphasizes that transformational leadership, in particular, can lead to higher levels of employee motivation and commitment, which are essential for delivering high-quality services.

Furthermore, recent research by Iqbal, Anwar, and Haider (2015) highlights the importance of both transformational and transactional leadership styles in the banking sector. The study found that transformational leadership positively affects employee service delivery by fostering an environment of trust and innovation. On the other hand, transactional leadership, while also important, mainly enhances service delivery through the establishment of clear goals and rewards for meeting performance targets. This dual approach can be particularly effective in the competitive banking environment of Delta State, where both motivation and clear performance metrics are necessary for optimal service delivery.

Research by Obi-Anike and Ekwe (2014) further supports the significant role of leadership in influencing employee service delivery in Nigerian banks. The study found that leadership styles that focus on employee development and clear communication contribute to better service outcomes. These findings align with the broader literature, suggesting that a combination of transformational and transactional leadership can lead to a more motivated and efficient workforce, ultimately enhancing service delivery in money-deposit banks.

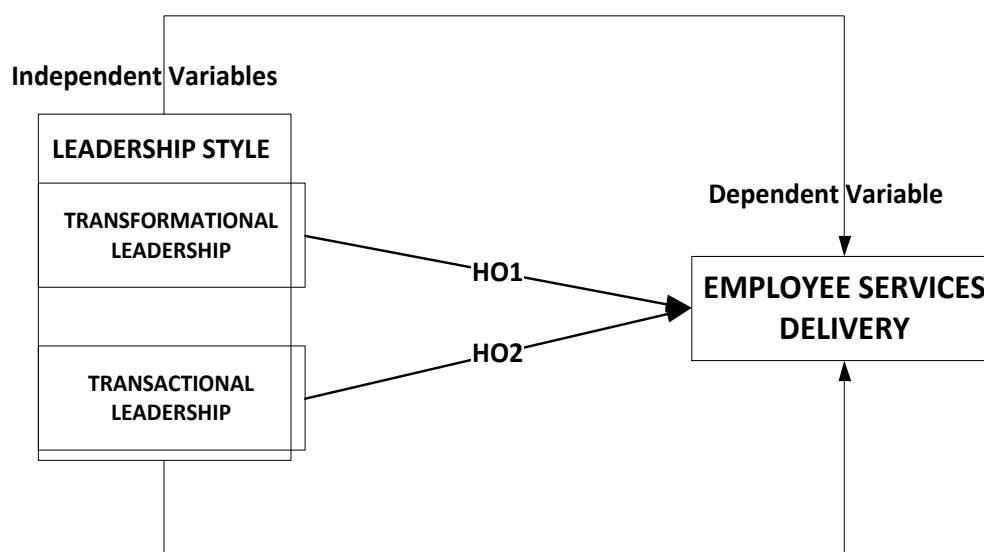


Fig. 2.1: Conceptual model showing leadership style (independent) and Employee service Delivery (Dependent) variables (2024)

IV. THEORETICAL REVIEW

Social Exchange Theory(Eisenberger et al., 1986)

Social exchange theory posits that individuals engage in relationships based on the exchange of resources, with the expectation of receiving benefits in return (Blau, 1964). In the context of leadership and employee service delivery, this theory suggests that employees may engage in positive service behaviours (e.g., going above and beyond in customer interactions) when they perceive that their leaders provide valuable resources or rewards in exchange (Eisenberger et al., 1986). Recent research by Liu, Liu, and Bai (2020) found support for this theory in the Chinese hospitality industry, where employees who perceived higher levels of transformational leadership were more likely to engage in positive service behaviours due to the perceived exchange of support and rewards from their leaders.

The implication of social exchange theory for the current study is that transformational leadership, by fostering a supportive and rewarding work environment, may lead to enhanced employee service delivery in money-deposit banks in Delta State, Nigeria.

Self-Determination Theory (Deci& Ryan, 2000)

Self-determination theory posits that individuals are motivated to behave in ways that satisfy their psychological needs for autonomy, competence, and relatedness (Deci& Ryan, 2000). In the context of leadership and service delivery, this theory suggests that employees may be more

motivated to deliver high-quality service when they feel a sense of autonomy in their work, perceive themselves as competent in their roles, and have positive relationships with their leaders and colleagues (Gagné&Deci, 2005). Recent research by Zheng, Wu, and Zhang (2021) found that transformational leadership positively influenced employee service performance in the hotel industry in China by promoting employees' psychological needs satisfaction.

The implication of self-determination theory for the current study is that transformational leadership, by fostering autonomy, competence, and relatedness among employees, may enhance their motivation to deliver high-quality service in money-deposit banks in Delta State, Nigeria.

Empirical Review

Tarurhoret al (2022),conducted a study in Delta State, Nigeria, to look at how employees' satisfaction was affected by the leadership style used in a selected group of small and medium-sized businesses. Fifty-one (51) of the sixty (60) copies of the questionnaires that were issued were returned and used in the analysis. The survey instrument was modified from the Minnesota Satisfaction Questionnaire (MSQ), which gauges employee satisfaction, and the Multifactor Leadership Questionnaire (MLQ), which assesses both transactional and transformational leadership styles. When independent samples were analyzed independently (simple regression), the findings demonstrated a positive and statistically significant

relationship between leadership style and employees' satisfaction. Nevertheless, both results show a positive association when multiple regression models are used; however, at this point, the transactional leadership style loses statistical significance. Thus, choosing the appropriate leadership style to boost employees' motivation and productivity was recommended among other things for managing directors.

In a study by Adewale and Ogunnaike (2020), the relationship between leadership styles and employee service delivery in Nigerian banks was investigated. They found that transformational leadership was positively associated with employee service delivery, indicating a strong link between the two variables. Similarly, Oluwakemi and Murtala (2021) examined the impact of leadership styles on service delivery in banks in Lagos State, Nigeria. Their findings revealed that transformational leadership had a significant positive effect on service delivery, highlighting the importance of this leadership style in enhancing employee performance.

Contrastingly, Obi and Adebayo (2020) focused on leadership styles and service delivery in the Nigerian banking sector. Their study suggested that while transformational leadership positively influenced service delivery, transactional leadership did not have a significant impact. This highlights a clear distinction between the effectiveness of different leadership styles in influencing employee behaviour and performance. Building on this, Uzoma and Chinyere (2022) explored the mediating role of employee motivation in the relationship between leadership styles and service delivery in Nigerian commercial banks. Their findings indicated that while transformational leadership positively influenced service delivery, transactional leadership did not have a direct or significant indirect effect, emphasizing the importance of understanding the underlying mechanisms that drive employee behaviour.

Overall, these studies underscore the significance of leadership styles, particularly transformational leadership, in influencing employee service delivery in the banking sector. While transformational leadership has consistently shown positive effects on service delivery, transactional leadership seems to have a limited impact. This suggests that organizations should prioritize the development of transformational leadership behaviours to enhance employee performance and service delivery. Additionally, understanding the mediating factors, such as

employee motivation, can provide further insights into how leadership styles influence service delivery outcomes.

Knowledge gap

Despite the existing literature on leadership styles and employee service delivery in the banking sector, there is a notable gap in research focusing on the specific context of money-deposit banks in Delta State, Nigeria. While studies have explored the impact of transformational and transactional leadership styles on service delivery in various industries and regions, there is a lack of research that specifically examines these relationships in the unique cultural and economic context of Delta State. Understanding how leadership styles influence employee service delivery in this specific context is crucial for developing effective leadership strategies tailored to the needs and challenges of money-deposit banks in the region.

Furthermore, existing studies have primarily focused on the individual effects of transformational and transactional leadership styles on service delivery, with limited research exploring the combined or interactive effects of these styles. Investigating the synergistic or complementary effects of transformational and transactional leadership styles on service delivery could provide a more comprehensive understanding of how different leadership approaches can be leveraged to enhance employee performance and service quality in money-deposit banks. This gap in the literature highlights the need for research that considers the holistic impact of leadership styles on service delivery outcomes, particularly in the context of combined transformational and transactional leadership style in the banking sector in Delta State, Nigeria.

V. RESEARCH METHODOLOGY

Research Design

This study utilized a quantitative research design, employing survey questionnaires to collect data from employees in money-deposit banks in Delta State, Nigeria. A cross-sectional approach will be used to gather data at a single point in time.

Population: The population of interest for this study includes employees working in various capacities within money-deposit banks (25 registered banks) in Delta State. This includes bank tellers, customer service representatives, managers, and other staff involved in customer interactions and service delivery.

Sampling Technique: A stratified random sampling technique will be employed to ensure representation from different levels and departments within the banks. Stratification will be based on job roles to ensure that employees from

various departments are included in the sample. The sample size will be determined using a confidence level of 95% and a margin of error of 5%.

The following were the sample outcome tabulated below:

S/N	Bank	Sample size
1	Access Bank Plc, Nnebisi Road Branch, Asaba	22
2	Ecobank Plc, Sapele	23
3	FCMB, Warri	20
4	Fidelity Bank, Plc, Effurun Road Branch	25
5	First Bank, Abraka	23
6	Guaranty Trust Bank Plc, Abraka	13
7	Polaris Bank, Obiaruku	17
8	Union Bank of Nigeria Plc, Oleh Branch	18
9	United Bank for Africa, Agbor	20
10	Unity Bank, Abraka	14
11	Zenith Bank, Warri	25
	Total sample	220

Fieldwork survey, 2024

Research Instruments

The research instrument for this study was a structured survey questionnaire designed to collect data on leadership styles, employee service delivery, and relevant demographic information. The instrument was tagged leadership Style and Employee Service Delivery (LESED). The instrument was categorized into two parts (A and B). The 'A' dealt with the demographic characteristics of the respondents while 'B' was on information on the questions items relevant to the research. The scaling was a 5-point Likert, with Strongly agree (5), Agree (4), Neutral (3), Disagree (2) Strongly Disagree (1) with bench mark of 3.0. where the respondent staff were directed to indicate their opinion by the option that suit their experience.

Validity and Reliability of the Instrument

The instrument's validity was evaluated following the approach used by Bom et al. (2024) and with the input of research specialists from the Faculty of Management Science. This assessment aimed to remove any ambiguities, confusing elements, or irrelevant questions from the instrument.

Reliability of the Instrument

The reliability instrument used for testing was the Cronbach's alpha (α) with a 30-item

questionnaire on leadership style and employee service delivery. The questionnaire was administered at Eagle Flight Microfinance Bank Limited, which was not part of the study. The Cronbach Alpha reliability test yielded a reliable aggregate value of 0.995, as shown in the appendix.

Study Model

The following model was specified for the variables of the study:

$$ESD = \beta_0 + \beta_1 LeasSt + u \dots \dots \dots (1)$$

ESD = Leadership Style

3.7.1 Model Specification

$$ESD = \beta_0 + \beta_1 TransfL + \beta_2 TransaL + \varepsilon \dots \dots \dots (2)$$

Where

ESD = Employees' Service Delivery

TransfL = Transformational Leadership Style

TransaL = Transactional Leadership Style

β_0 = Constant or literal term

β_1 = Coefficient or multiplier effect

μ = error term

Method of Data Collection

Data was collected using structured survey questionnaires. The questionnaires included items measuring leadership styles (transformational and transactional), employee perceptions of service delivery, and demographic information. The survey

was administered electronically to ensure efficiency and reach a larger number of 220 sampled participants.

Method of Data analysis

Data analysis involved both descriptive and inferential statistical techniques. Descriptive statistics such as frequencies, percentages, means, and standard deviations will be used to summarize the data and regression analysis, will be used to examine the relationships between variables and test the hypotheses. The statistical software Eviews 9.0 served as a tool for conducting the analysis.

Presentation of data

Demographic characteristics

Table 4.1: Demography of sampled Respondents employee in studied Money-Deposit Banks in Delta State, Nigeria

Characteristics		Frequency	Percentage
Gender	Male	134	61%
	Female	78	39%
The highest Qualification	Professional Cert/ICAN/ANAN	22	10%
	First Degree	126	60%
	PGD/MBA/M.Sc.	51	24%
	Ph.D.	13	6%
Age Range	22-27	52	25%
	32-37	81	38%
	42-47	42	20%
	52and above	37	17%
Total		212	100%

Fieldwork survey, 2024

Table 4.1 shows the demographic analysis of the sampled respondents in the studied Money-Deposit Banks in Delta State, Nigeria, reveals interesting insights into the composition of the workforce. In terms of gender distribution, males make up the majority at 61%, while females represent 39% of the total sample. This suggests a gender imbalance in the workforce, with a higher representation of males.

When considering the highest qualification attained by the respondents, the data shows that 60% of them hold a First Degree. This is the most common qualification among the sampled population. Following closely behind are those with PGD/MBA/M.Sc., accounting for 24%, while those with a Ph.D. are the least represented at 6%. Interestingly, 10% of the respondents have professional qualifications such as Professional

Presentation of data, analysis and discussion of findings

This section focuses on presenting data, conducting analysis, and discussing conclusions. A questionnaire was distributed to 220 staff members from selected money-deposit banks in the state capitals of the south-south states of Nigeria. Out of the 220 questionnaires distributed, 212 were completed accurately, while 8 were incomplete. Therefore, data from the 212 completed questionnaires were deemed usable for the analysis presented in this chapter.

Cert/ICAN/ANAN, indicating a diverse educational background among employees.

In terms of age distribution, the sampled respondents span a range of age groups. The largest proportion falls within the age range of 32-37, representing 38% of the total. This is followed by the age range of 22-27, which accounts for 25% of the sample. The age groups of 42-47 and 52 and above represent 20% and 17%, respectively. This distribution suggests a relatively balanced representation across different age groups, with a significant proportion of employees in their late twenties to late thirties.

Respondents mean response rate

Research question one: How does transformational leadership style influence employee service delivery in money-deposit banks in Delta State, Nigeria?

Table 4.2: Respondents mean responses to transformational leadership style

Code	Statements	Mean	Std.	Observ.
TransfL1	My supervisor inspires me to perform beyond my usual expectations.	3.50	1.47	Agree
TransfL2	My supervisor encourages me to think creatively to solve problems.	3.26	1.51	Agree
TransfL3	My supervisor treats me as an individual, not just as a team member.	3.15	1.46	Agree
TransfL4	My supervisor communicates a compelling vision for our team.	3.31	1.49	Agree
TransfL5	My supervisor provides me with opportunities to learn and grow.	3.19	1.47	Agree
	Mean Aggregate	3.28	0.14	Agree

Fieldwork survey, 2024

Table 4.2 shows the mean responses for the transformational leadership style statements indicate that respondents generally agree with the positive leadership behaviours exhibited by their supervisors. The highest mean score of 3.50 is for the statement "My supervisor inspires me to perform beyond my usual expectations," indicating that employees feel motivated by their supervisors to excel in their work. The standard deviations for the responses range from 1.46 to 1.51, suggesting some variability in responses among the respondents. However, the overall mean aggregate score for all statements is 3.28, which falls within the "Agree" category, indicating a consistent

positive perception of transformational leadership behaviours among employees.

This data suggests that employees perceive their supervisors as effective in inspiring, motivating, and supporting them in their roles. These findings are in line with the principles of transformational leadership, which emphasizes the importance of leaders inspiring and motivating their followers to achieve higher levels of performance.

Research question two: What is the impact of transactional leadership style on employee service delivery in money-deposit banks in Delta State, Nigeria?

Table 4.3: Respondents mean responses to transactional leadership style

Code	Statements	Mean	Std.	Observ
TransaL1	My supervisor sets clear goals and expectations for our team.	2.84	1.53	Disagree
TransaL2	My supervisor rewards me for meeting performance targets.	2.82	1.47	Disagree
TransaL3	My supervisor intervenes only when necessary to maintain standards.	2.56	1.45	Disagree
TransaL4	My supervisor provides me with specific feedback on my performance.	2.84	1.48	Disagree
TransaL5	My supervisor ensures that rules and procedures are followed.	2.86	1.54	Disagree
	Mean Aggregate	2.78	0.13	Disagree

Fieldwork survey, 2024

Table 4.3 shows the descriptive statistics for the transactional leadership style statements suggest that respondents generally disagree with the transactional leadership behaviours exhibited by their supervisors. The mean value for all the transactional leadership statements, range from 2.56 to 2.86, indicating a consistent perception of disagreement among respondents. This suggests

that employees do not feel that their supervisors are effectively setting clear goals and expectations, rewarding them for meeting performance targets, intervening only when necessary to maintain standards, providing specific feedback on their performance, or ensuring that rules and procedures are followed. The standard deviations for the responses range from 1.45 to 1.54, indicating some

variability in responses among the respondents. However, the overall mean aggregate score for all statements is 2.78, falling within the "Disagree"

category. This suggests a strong overall perception of disagreement with transactional leadership behaviours among the employees surveyed.

Table 4.4 Response rate for Employee Services Delivery

Code	Statements	Mean	Std.	Observ.
ESD1	I always strive to provide excellent service to our customers.	3.38	1.51	Agree
ESD2	I am willing to go the extra mile to ensure customer satisfaction.	3.24	1.56	Agree
ESD3	I handle customer complaints effectively and efficiently.	3.24	1.43	Agree
ESD4	I am knowledgeable about the products/services we offer.	3.30	1.42	Agree
ESD5	I maintain a professional demeanour when interacting with customers.	3.26	1.48	Agree
	Mean Aggregate	3.28	0.06	Agree

Fieldwork survey, 2024

Table 4.4 shows the results for the employee service delivery (ESD) responses indicate that respondents generally agree with statements related to their service delivery behaviours towards customers. The mean value for all ESD statements range from 3.24 to 3.38, which fall within the "Agree" category. This suggests that employees feel they consistently strive to provide excellent service, are willing to go the extra mile for customer satisfaction, handle complaints effectively and efficiently, are knowledgeable about the products/services offered, and maintain a professional demeanour when interacting with customers. The standard deviations for the responses range from 1.42 to 1.56, indicating some variability in responses among the respondents. However, the overall mean aggregate score for all ESD statements is 3.28, which also falls within the "Agree" category. This suggests a strong overall perception of agreement with statements related to

employee service delivery behaviours among the employees surveyed.

These results indicate that employees perceive themselves as actively engaging in behaviours that contribute to positive customer experiences and satisfaction, which is essential for maintaining a high level of service quality in the banking sector.

Testing of Hypotheses

The following hypotheses were statistically tested for significance:

- Transformational leadership style does not significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria.
- Transactional leadership style does not significantly impact employee service delivery in money-deposit banks in Delta State, Nigeria.

Table 4.5: Summary of Regression Statistics Results for Hypotheses 1 and 2

Dependent Variable: ESD				
Method: Least Squares				
Date: 03/11/24 Time: 19:16				
Sample: 212				
Included observations: 212				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.011886	0.021987	0.540571	0.5894
TransaL	0.035403	0.019723	1.795007	0.0741
TransfL	0.966944	0.019954	48.45909	0.0000
R-squared	0.993236	Mean dependent var		3.284906
Adjusted R-squared	0.993172	S.D. dependent var		1.466969

S.E. of regression	0.121222	Akaike info criterion	-1.368344
Sum squared resid	3.071184	Schwarz criterion	-1.320845
Log likelihood	148.0445	Hannan-Quinn criter.	-1.349146
F-statistic	15345.73	Durbin-Watson stat	0.361205
Prob(F-statistic)	0.000000		

Fieldwork survey statistical output with Eviews® 9.0, 2024

Table 4.5 shows the regression analysis results indicate that both transformational leadership (TransfL) and transactional leadership style (TransaL) have a significant impact on employee service delivery (ESD).

Transformational Leadership (TransfL): The coefficient for transformational leadership is 0.966944, with a standard error of 0.019954 and a t-statistic of 48.45909. The p-value associated with this coefficient is 0.0000, indicating that the coefficient is statistically significant at the 5% level. This suggests that for every one-unit increase in transformational leadership style, employee service delivery is expected to increase by approximately 0.967 units.

Transactional Leadership Style (TransaL): The coefficient for transactional leadership style is 0.035403, with a standard error of 0.019723 and a t-statistic of 1.795007. The p-value associated with this coefficient is 0.0741, which is greater than 0.05 (the typical threshold for statistical significance). This suggests that the coefficient for transactional leadership style is not statistically significant at the 5% level. Therefore, there is no strong evidence to suggest that transactional leadership style has a significant impact on employee service delivery. Overall, the regression model has a high R-squared value of 0.993236, indicating that the model explains approximately 99.32% of the variance in employee service delivery. This suggests that the model is a good fit for the data.

VI. DISCUSSION OF FINDINGS

Transformational Leadership Style: The regression analysis results indicate that transformational leadership has a significant positive impact on employee service delivery in money-deposit banks in Delta State, Nigeria. This finding is consistent with previous research that has highlighted the positive effects of transformational leadership on employee outcomes, including job performance and satisfaction (Bass & Riggio, 2006, Avolio et al., 2009 and Tarurhor et al., 2022). Transformational leaders are known for inspiring and motivating their employees to achieve higher levels of performance, which can lead to improved

service delivery and customer satisfaction (Bass, 1985).

Transactional Leadership Style: However, the analysis did not find a significant relationship between transactional leadership style and employee service delivery. This result is somewhat surprising, as transactional leadership is often associated with providing clear goals, rewards for performance, and monitoring of performance standards, which are all factors that could influence service delivery (Bass, 1985) meanwhile this study also reaffirmed a recent study by Tarurhor et al (2022) where transactional leadership style failed to show statistical significance in a multiple regression with transformational leadership. One possible explanation for this finding could be that transactional leadership is not as effective in the context of the banking sector in Delta State, Nigeria, compared to transformational leadership.

Practical Implication of findings

Practical implications of these findings suggest that money-deposit banks in Delta State should focus on developing and promoting transformational leadership behaviours among their supervisors and managers. This can be done through training programs and leadership development initiatives that emphasize the importance of inspiring and motivating employees to deliver excellent service. Additionally, banks should consider the unique cultural and economic context of Delta State when implementing leadership practices, as this can impact the effectiveness of different leadership styles (House et al., 2004).

This study addresses a knowledge gap by providing insights into the impact of leadership styles on employee service delivery in the banking sector in Delta State, Nigeria. It also blueprint that where transformational leadership applies, transactional leadership could be inappropriate and ineffective. While previous research has examined the relationship between leadership styles and various outcomes, there is limited research specifically focusing on this relationship in the context of Delta State. This study contributes to filling this gap by highlighting the importance of transformational

leadership in enhancing employee service delivery in the region.

VII. SUMMARY, CONCLUSION AND RECOMMENDATION

Summary

The study investigated the impact of transformational and transactional leadership styles on employee service delivery in money-deposit banks in Delta State, Nigeria. The findings revealed that transformational leadership has a significant positive impact on employee service delivery, indicating that employees who perceive their supervisors as transformational leaders are more likely to excel in their service delivery roles. However, transactional leadership style did not show a significant effect on employee service delivery in this context.

These findings suggest that to improve service delivery in money-deposit banks, managers and leaders should focus on adopting and enhancing transformational leadership behaviours. This includes inspiring and motivating employees, providing opportunities for growth and development, and communicating a compelling vision for the team. By cultivating a transformational leadership culture, organizations can enhance employee performance and service quality, ultimately leading to higher levels of customer satisfaction.

Conclusion

In conclusion, this study has shed light on the critical role of leadership styles in shaping employee service delivery in money-deposit banks in Delta State, Nigeria. The findings underscore the significance of transformational leadership in fostering a culture of excellence and continuous improvement among employees. Transformational leaders inspire and motivate their teams to achieve higher levels of performance, leading to improved service quality and customer satisfaction.

While transactional leadership did not show a significant effect on employee service delivery in this study, it is essential to note that leadership effectiveness may vary depending on the context and organizational culture. Further research is needed to explore the interaction between leadership styles and other factors that may influence service delivery in banking institutions.

Overall, the findings of this study have practical implications for managers and leaders in money-deposit banks. By focusing on developing transformational leadership skills and creating a supportive work environment, organizations can

enhance employee engagement and service delivery, ultimately leading to a competitive advantage in the banking sector.

Recommendation

Based on the findings of this study, the following recommendations are suggested:

- i) **Invest in Leadership Development:** Money-deposit banks in Delta State should invest in leadership development programs that focus on enhancing transformational leadership skills among managers and supervisors. These programs should emphasize the importance of inspiring and motivating employees, providing opportunities for growth and development, and communicating a compelling vision for the team.
- ii) **Promote a Culture of Excellence:** Organizations should strive to create a culture of excellence and continuous improvement by recognizing and rewarding exceptional performance. This can be achieved by implementing performance-based incentive programs and fostering a supportive work environment that encourages employees to excel in their service delivery roles.

Contribution to knowledge

Contribution of this study to knowledge is the exploration transformational and transactional leadership styles, as providing valuable insights of leadership style that can enhance service quality and customer satisfaction in this context of emerging economies like Nigeria.

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