

RESEARCH ARTICLE

Leadership Supportiveness and Employee Punctuality of the Deposit Money Banks in Enugu State

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ABSTRACT

The study evaluated the leadership supportiveness and employee punctuality of the deposit money banks in Enugu State. Ten (10) selected Banks were used for the study out of 21 registered banks in Nigeria. The banks were chosen with no number of branches in Enugu metropolis and staff. These banks include: United Bank of Africa (UBA), Guaranty Trust Bank (GTB), Union Bank, ECOBANK, Fidelity Bank, Access Bank, First Bank, First City Monument Bank (FCMB), Zenith Bank, and Polaris Bank. The hypotheses were analyzed using Pearson correlation coefficient ( $r$ ) statistics tool. The findings indicated that the relationship between leadership effective communication and employee ability to complete a required task is significantly, the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high, and that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu state was significantly high. The study concluded that leadership effective communication, frequency of leadership seeking out feedback and leadership democracy had high significant relationship with employee ability to complete a required task, employee time reliability and employee trustworthiness of deposit money banks in Enugu State. The study recommended among others that for keeping employees engaged and focused in the right direction leaders should cultivate a sense of trust in the workplace through the messaging coming from leaders.

**Keywords:** Leadership Supportiveness; Employee Punctuality; Deposit Money Banks

Introduction

Support is one thing that everyone craves, whether it is in the workplace, at home, or in school, people require one form of support or the other to function effectively and efficiently. In a group of people, how supportive the leader of such group is, determines how successful the group can be. This shows the importance of leadership supportiveness. Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of the value system of employees, their motivational level, and moralities with the development of their skills (Ismail, et al., 2019). Supportive leadership is similar to individualized consideration, a sub-dimension of transformational leadership, in that both types of leadership encompass expressing interest in individual followers and attending to and responding to their personal needs (Shin, Oh, Sim & Lee, 2016).

Leadership style is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspires his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating

people (Ojokuku, Odetayo, & Sajuyigbe, 2012). Supportiveness is also viewed as a leadership style that helps to promote the interrelationship that exists between the leader and the followers. When such a relationship exists, the followers will be more disposed to carry out tasks for the good of the organization. Supportive leadership is envisaged to have a relationship with punctuality.

This could be explained by the likely motivation and affection that employees develop for supportive management. Hence, they can go all the way in service of the bank. The advantages of punctuality at work are numerous, they are as follows: respect for others; helping establish strong work ethics, and enhancing productivity; credibility, and professionalism. The relation between organizational performance and time keeping is neither well-structured nor implemented in the banking industry of most developing countries. However, on-time performance is a strong reality in the banking industry in general and services such as the provision of finance for customers (Theiry, 2018). Moreover, customers have been known to not act too lightly toward banks that do not value time-keeping. In light of this, the study evaluates leadership supportiveness and employee punctuality of deposit money banks in Enugu State.

### **Statement of the Problem**

Deposit money banks are organizations that deal big on the punctuality of the employees. The bank usually starts work very early, as early as 8 am for customers. This means that the workers need to come in earlier than the opening time of the bank to start their daily activities. Therefore, punctuality is hugely recommended in the banking industry. The bank managers who are the leaders of the banks also have a role in ensuring that employees are well motivated to abide by the rules and regulations, as well as the expectations of the bank. Therefore, managers have to embrace various leadership styles to extract the best possible work from their employees. The supportive type of leadership has been noted in the literature to be an effective tool in ensuring a well-motivated employee group. Leadership supportiveness means that leaders, in this case, managers of the banks, get in touch with the day-to-day activities of the individual employees, encouraging and helping them out in various areas.

However, in an organization where the employees feel like they are observed or treated as mere equipment, means to an end, or like objects for work, it might affect the attitude of the workers. In the absence of a supportive leadership style, the employees develop a general sense of dissatisfaction with their work and may end up quitting or not taking their jobs seriously. There is a need for effective communication within the organization. When this is absent, it presents a huge problem for employees and their ability to complete tasks. In other words, lack of communication may decrease employee effectiveness in the organization. Also, fostering a democratic setting in the organization will help in enhancing the level of trustworthiness in the organization. Feedbacks are also great tools to ensure that leadership has been effective.

In the absence of all these tools that indicate supportive leadership, there may be a decline in the effectiveness of employees, the regularity and punctuality of employees, and the level of trust that employees place in the management of the bank. And any organization seeking performance improvements needs to take these into account. Overall, the absence of supportive leadership may hamper the productivity of the bank through the level of punctuality and regularity that the employees can offer. In this light, the study examines leadership supportiveness and employee punctuality of deposit money banks in Enugu State.

### **Objectives of the Study**

The main objective of the study was to examine the leadership supportiveness and employee punctuality of the deposit money banks in Enugu State. Specifically, the objectives aimed to;

- i. Evaluate the relationship between leadership effective communication and employee ability to complete the required task of deposit money banks in Enugu State.
- ii. Examine the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State.
- iii. Determine the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks in Enugu State.

## Research Questions

The following questions guided the study;

- i. What is the relationship between leadership effective communication and employee ability to complete required tasks in deposit money banks in Enugu State?
- ii. What is the relationship between leadership democracy and employee trustworthiness in deposit money banks in Enugu State?
- iii. What is the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks in Enugu State?

## Statement of Hypotheses

The following null hypothesis guided the study;

- i. The relationship between leadership effective communication and employee ability to complete a required task is significantly low.
- ii. The relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks is significantly low.
- iii. The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State is significantly low.

## Significance of the Study

The study examines leadership supportiveness and employee punctuality of deposit money banks in Enugu State. The study will be of huge significance to the management of the deposit money banks in Enugu State, also, the shareholders of these banks will benefit from the study. Subsequently, other researchers will be able to give reference to this work on leadership supportiveness and employee punctuality.

The study will be of significance to the management of deposit money banks in Nigeria, by highlighting the importance of various leadership styles in encouraging the punctuality of their employees. The study will expose them to the possible ways of using the supportiveness of their leadership in ensuring a high level of punctuality of their employees, depending on the results of the study. Also, researchers who need to work on leadership supportiveness and employee punctuality will be able to refer to the current study as an existing body of literature.

## 2. Review of Related Literature

### 2.1 Conceptual Review

#### Leadership

Leadership is conceived as a process where one or more persons influence a group of people to move in a certain direction. The word leadership has been used in various aspects of human endeavors such as politics, business, academics, and social work. Messick and Krammer (2014) argue that the degree to which the individual exhibits leadership traits depend not only on his characteristics and personal abilities but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through it his objective and goals could be met, if not, the person's interest will decline. Furthermore, leadership is the process by which a person called the leader is involved in the responsibility of directing the activities of people i.e., subordinates or followers towards the achievement of predetermined goals. Leadership is one of the major management functions. The impact of effective leadership is dramatically demonstrated over and over again on a national scale in every country's history and on a local scale in every organization. An organization without effective leadership is in trouble. In the school context, therefore, the headmaster's role as a leader is a necessity if the objectives of education must be achieved (Abbas and Cross, 2019).

Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of the value system of employees, their motivational level, and moralities with the development of their skills (Ismail et al., 2019). It helps followers achieve their goals as they work in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka et al., 2014). According to Michael (2011) leadership has a direct cause and effect relationship with organizations and their success. Leaders determine values, culture, change tolerance, and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them to reap maximum benefit from the organization's resources, including its most vital and expensive.

### **Leadership Supportiveness**

Supportive leadership is one of the four types of leadership that House (1971) identified in his path-goal theory and is defined as a leadership style that focuses on concerns for the needs and well-being of followers and the facilitation of a desirable climate for interaction. Supportive leadership is regarded as a key aspect of effective leadership in path-goal theory. Supportive leadership is similar to individualized consideration, a sub-dimension of transformational leadership, in that both types of leadership encompass expressing interest in individual followers and attending to and responding to their personal needs (Shin, Oh, Sim and Lee, 2016).

Supportive leadership is a behavior that addresses the requirements and preferences of the employees and shows concern for their wellbeing and fosters a pleasant and friendly, psychological organizational setting. Effective leaders balance initiation structure and consideration (supportive leadership style) to reduce job stress in the organization to achieve organizational goals (Jam et al., 2010). Supportive leadership is the behavior, which focuses on the well-being of employees and has a deep concern for the needs, preferences, and satisfaction of employees. Leaders who are aware of their duties and responsibilities and able to encourage their subordinates are considered to be supportive leaders. Supportive leaders create a conducive working environment to foster respect, trust, cooperation, and emotional support. A workplace enriched with supportive leaders brings successful results that are beneficial for the well-being of both employees and the organization. Supportive leadership is categorized into two dimensions i.e., instrumental (making one's life easier) and emotional (ease of talking with) elements (Khalid, Murtaza, Zafar, Zafar, Saqib, and Mushtaq, 2014).

### **Communication**

Communication covers all activities that an individual does when he wants to transform someone else's mind. This is a meaningful bridge between an individual or individuals and an organization. Communication is a process that contains expressing, listening, and understanding (Asamu, 2014). Employee communication is the dissemination of information that is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Buchanan and Doyle 1999). Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. Organizational communication is the central binding force that permits coordination among people and thus allows for organized behavior. Communication is both a symptom and a cause of organizational performance problems. Poorly designed organizations, ineffective processes, bureaucratic systems, unaligned rewards, unclear customer/partner focus, fuzzy visions, values, and purpose, unskilled team leaders and members, cluttered goals and priorities, low trust levels, and weak measurements and feedback loops all cause communication problems (Kibe, 2014). Communication strategies, systems, and practices do play a central role in high performance. Information, understanding, and knowledge are the lifeblood of the organizational body. A thoughtful and comprehensive communication strategy is a vital component of any successful change and improvement. A communication strategy is conceptualized as a functional strategy, providing focus and direction to the Communication function. It is facilitated by a practitioner performing the role of the communication manager at the functional organizational level. It is the outcome of a strategic thinking process by senior communication practitioners and top managers, taking strategic decisions on the management of, and the communication with, strategic stakeholders (Kibe, 2014).

## Democracy

Democratic leadership, also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This type of leadership can apply to any organization, from private businesses to schools to the government. Democratic leadership is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this learning style is usually one of the most effective and leads to higher productivity, better contributions from group members, and increased group morale. Employees meet to discuss and resolve issues by giving everyone some opportunity to contribute to decisions. This style of leadership offers everyone the opportunity to participate, exchange ideas, have their opinions heard, and encourage discussions. However, the group leader still needs to provide guidance and direction to maintain the goals and objectives that are being pursued (Cherry, 2021).

## Leadership Feedback

Feedback and goal setting have become integrated management tools because they are thought to serve both informational and motivational functions that enhance an employee's work performance. Feedback can provide information about the correctness, accuracy, and adequacy of work behaviors. Feedback may be necessary for stilling a sense of competence, accomplishment, and control in workers. Scholars have noted that an incomplete understanding of various important aspects of feedback remains prominent. Early surveys on the feedback in organizations show that due to the value of feedback information, employees often proactively seek feedback from others (e.g., peers, subordinates, or supervisors) rather than passively wait for it. By seeking feedback, employees can obtain information to improve their task performance, reduce their uncertainty, and learn the ropes "of a new job. The feedback includes a wide range of sources from formal rules to personal thoughts and feelings (Nikolic, Peric, & Bovan, 2020).

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## Employee Punctuality

Punctuality aims at ensuring that employees attend the office daily and also complete their working hours. Punctual employees are valuable assets to any organization that wants to be performant. Employees who do not respect punctuality constitute mere burdens on the system and do not contribute much to the overall productivity of the organization. Managers need to ensure that their employees reach the office on time and do not unnecessarily sit till late (White, 2012). It is asserted that leaving on time and coming back fresh and completely recharged the next day is more profitable for the organization.

The advantages of punctuality at work are numerous, they are as follows: respect for others; helping establish strong work ethics, and enhancing productivity; credibility, and professionalism. The relation between organizational performance and time keeping is neither well-structured nor implemented in the public administration of most developing countries. However, on-time performance is a strong reality in public transportation in general and services such as a bus or trains especially (Theiry, 2018). According to Wikipedia, schedule adherence or on-time performance refers to the level of success of the remaining on the published schedule. On-time performance, sometimes referred to as on-time running, is normally expressed as a percentage, with a higher percentage meaning more vehicles are on time. The level of on-time performance for many transport systems is a very important measure of the effectiveness of the system. Typically, time performance is measured by comparing each service with its schedule. A threshold is chosen for how late service can be before it is determined to be late.

## Employee Trustworthiness

Bligh (2017) defined trust as “an expectation or belief that one can rely on another person’s actions and words and that the person has good intentions to carry out their promises. Walterbusch, Grauler, & Teuteberg (2014) defined trust as complete reliance on the words, strengths, or ability of an individual. Furthermore, Lankton, McKnight, and Tripp (2015) defined trust as “the act of replication of faith between two individuals or a group of people. Dernbach (2015) referred to the term as entirely relying on someone’s justice, honesty, and integrity, meaning a person who can be trusted is termed as trustworthy. Furthermore, Caldwell and Clapham (2013) defined trustworthiness as the antecedent that accrued perceptual experiences that lead one to trust another person, institution, or organization. Trustworthiness also is a property, not an attitude that requires a leader to be accountable for his or her actions.

According to Starnes, Truhon, and McCarthy (n.d.), organizations that have high levels of organizational trustworthiness ostensibly will produce higher-quality products and provide high-quality service. This is because most members of the organization are likely to enjoy the part they play in the achievement of the organizational goals. The employees also are likely to take risks and make liberal decisions for the sake of the organization (Hoskisson, Chirico, Zyung, & Gambeta, 2017). The management and leadership in the organization are left with time to address other issues in the organization. Trustworthiness in an organization also helps to improve the organization’s justice. Kim (2015) suggested that internal trust reciprocates itself. Therefore, an employee is likely to trust a superior when the superior shows a certain level of trust. To earn employee trust, the level of openness and the facts should be shown to them. Consequently, this implies that a leader should make sure the employees are cognizant of their emotions, privacy, thoughts, and experiences. This assurance makes the employees aware their confidentiality and promises are well taken care of at the organization. This significantly improves organizational trustworthiness.

## 2.2 Theoretical Review

### Trait Theories of Leadership

Personality characteristics of a manager/leader are one of the most used antecedents of managerial effectiveness. Silverthorne (2010) states that some personality factors significantly correlate with managerial effectiveness; he argued that some managers in places like the United States, Taiwan, and Thailand sometimes describe themselves as more agreeable, more extroverted, conscientious, and less neurotic than some ineffective managers. United States managers do describe themselves as more open to a new experience. Yukl (2010) literature assessment of the most relevant aspects of leadership effectiveness; identified some basic leadership traits as follows: stress tolerance, high energy level, self-confidence, integrity, emotional maturity, socialized power motivation, low need for affiliation, and high achievement motivation. Other than these identified traits, personal Charisma is argued to be the most important aspect of effective leadership.

The trait perspective was one of the earliest theories of leadership within the 1940s which assumes that great leaders are born with distinguished personality traits that make them better fitted for leadership and make them different from people or their followers. Stogdill (1948) investigated the leadership styles and came up with the most all-inclusive list of Traits. Stogdill's observation that leadership situations differ extensively and place various hassles on leaders, damaged trait theory, leading to the emergence of situational and behavioral approaches. Behavioral theories of leadership state that it's the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the assumption that great leaders are made, not born. As per this theory justification, people can be leaders through getting education and observation. Behavior theories examine whether the leader is task-oriented, people-oriented, or both. Studies conducted at the University of Michigan and Ohio State University in 1945, established two major sorts of leader behavior namely: employee-centered and production-centered (Hersey and Blanchard, 1988).

## Transformational and Transactional Theory

Over the past twenty-five years, an outsized body of research has emerged around transformational – transactional leadership theory. Transactional theories focus on the role of supervision, organization, and group performance, and they benchmarked leadership on a method of appreciation and penalties for achieving a particular goal. The type of transaction whether a gift or discipline depends on employee performance. Chna (2005) cited Bass and Avolio's (1990) study and hypothesized the transactional leader's plea to the followers' self-interests.

Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. Both leaders and followers specialize in achieving the negotiated performance level. The transformational theory emphasizes the bondage created among leaders and subordinates. The capability to motivate subordinates to go up high their objectives for the highest good of the organization is called Transformational leadership (Bass and Avolio, 1990). Bass and Avolio (1990) theorized the transformational style of leadership comes from deeply held personal values which can't be negotiated and appeal to the subordinates' sense of moral obligation and values. Bass declared there have been four sorts of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

### 2.3 Empirical Review

Ojokuku, Odetayo, and Sajuyigbe (2012) examined the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. A purposive sampling technique was adopted in selecting a total of sixty (60) respondents as the sample for the study, while relevant data was gathered with the aid of a structured questionnaire. One hypothesis was formulated and an inferential statistical tool was used to analyze the data specifically Pearson product-moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed a positive and negative correlation between leadership style dimensions and organizational performance. It was also found that leadership style dimensions jointly predict organizational performance, which counted for a 23% variance in performance. The study concluded that transformational and democratic leadership styles should be employed by the Banks' management to wax stronger in a globally competitive environment.

Omira (2015) examined the effect of organizational culture and leadership styles on the performance of Saudi Arabia's public organizations, through the mediating factors of organizational commitment and job satisfaction. In this quantitative research, cross-sectional data of 400 employees working in 16 ministries of the Saudi Arabia government were obtained. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the hypotheses. The validity and reliability of the measurement and the structural models were confirmed. Findings showed a full mediation effect of organizational commitment on the relationship between organizational culture and organizational performance, but the organizational commitment was found to partially mediate the relationship between leadership styles and organizational performance. No mediation of job satisfaction was found in the relationship between leadership styles and organizational performance and the relationship between organizational culture and organizational performance. The findings add to the existing literature by integrating the factors that could enhance organizational performance. Based on the findings, the study recommends that public organizations in Saudi Arabia improve their organizational culture and appoint managers who have transactional and transformational qualities. By doing so, employee commitment is enhanced, which leads to a positive and significant impact on organizational performance. The implications for practice and future research are also discussed.

Obirwuru, Okwu, Akpa, and Nwankwere (2015) investigated the effects of leadership style on organizational performance in small-scale enterprises. The major objective was to determine the effect of leadership styles on performance in small-scale enterprises. Transformational and transactional leadership styles were considered in this study. Transformational leadership behaviors and performance/outcomes considered relevant in the study were charisma, inspirational motivation, intellectual stimulation/individual consideration; effectiveness, extra effort, and satisfaction, respectively. Transactional leadership behaviors and performance/outcome variables were constructive/contingent reward and corrective/management by exception; and effort, productivity, and loyalty/commitment, respectively. The study followed a survey design and employed an evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership

Questionnaire (MLQ) administered to respondents. Responses to research statements were scaled and converted to quantitative data via a code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviors and associated performance variables. OLS multiple regression models were specified, estimated, and evaluated. The result showed that while transactional leadership style had a significant positive effect on performance, transformational leadership style had a positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small-scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew, and matured.

Shin, Oh, Sim, and Lee (2016) explored the multilevel dynamics involving team leaders' supportive leadership and individual work outcomes. Longitudinal survey data were collected from 536 employees in 69 teams of a large engineering company located in South Korea. The results of multilevel structural equation modeling showed that individuals' perceptions of supportive leadership were positively related to their subsequent task performance and that this relationship was mediated by team commitment. The relationship between individual-level perceptions of supportive leadership and organizational citizenship behavior (OCB) was mediated by job satisfaction and team commitment. On the other hand, team cooperation mediated the relationship between team-level perceptions of supportive leadership and OCB. These findings provide meaningful insights into multilevel mediation processes involving different levels of supportive leadership perceptions.

Boaddaert (2017) examined the effect of supportive leadership on follower job performance, whether this effect was mediated by follower affective organizational commitment and if these direct and indirect effects were moderated by follower propensity to trust. It suggested that supportive leadership can have positive contributions to the development of effective organizational commitment and to follower job performance, provided that these followers have higher levels of propensity to trust. A dyadic survey was conducted within 11 companies active in different business environments in the Netherlands and Belgium and provided 72 usable dyads. Data analysis did not result in significant support for either the main effect on job performance, the mediating effect through affective organizational commitment, or a potential moderating effect on direct and indirect relationships of propensity to trust. Additional analyses provided support for the positive effects of supportive leadership and trust in supervisors on perceived organizational support, thus adding to our understanding of the antecedents that can predict affective organizational commitment and organizational citizenship behavior. These findings underwrite the notion that particularly in a time when work is increasingly organized in team-based settings, while at the same time employees are expected to work autonomously, supportive leadership can contribute to fostering affective organizational commitment from followers and help them to become valued organizational citizens.

Daniel and Rousel (2017) explored the relationship between the leadership styles and performance of Turkana County. The study adopted a mixed method approach and employs an exploratory survey design. Questionnaires were used to gather data from the employees in Turkana County. Simple and Multiple Regression Analysis was used to determine whether a relationship exists between the independent and dependent variables. On the other hand, qualitative data from the interview guide was analyzed by content analysis; this involved selecting and grouping the data according to emerging themes in line with the objectives of the study. The study revealed that there is no perfect leadership style but according to this study the following leadership styles influenced employee performance; affiliative leadership 49.5%, authoritative leadership style 52.2% of employee performance therefore it was concluded that the two leadership styles influence county government employees style in Turkana County and therefore the two styles should be adopted and not each style on its own.

Abbas and Cross (2019) surveyed the impact of leadership on the organizational performance of Coca-Cola Company in Abuja, the Federal Capital City, Nigeria. Secondary data were obtained through books, journals, internet and company information, and empirical works of other scholars. A sample size of 250 was obtained from the population of 505 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula 250 (100%) of the questionnaires distributed 200 (98%) were returned and 5 (2%) were not returned. The questionnaire was designed in a Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Pearson moment product co-efficient and regression analysis were used to test the hypotheses. The study discovered that leadership on the organizational performance of any given company. The style of leadership a manager adopted has a direct effect on the organizational performance of the employee. The study among other things discovered that participatory leadership and delegation of duties enhance employee performance and attainment of corporate goals and objectives. The study, therefore,

concludes that the achievement of organizational goals and objectives depends solely on the leadership style an organization adopted. It, therefore, recommends that, since leadership is one of the basic means used in the attainment of organizational goals/objectives, every organization should ensure that the right leader leads their organization to achieve their set goals and or objectives.

Ekpenyong (2020) investigated the effect of leadership style on employees' performance at Guaranty Trust Bank of Abuja, Nigeria (GTB). The main research objective was to examine the effect of leadership style (Transformational, Transactional, Autocratic, and Laissez-faire leadership style) on employees' performance. A descriptive survey was used in which 60 questionnaires were collected from 100 questionnaires distributed. Multi-factor Leadership Questionnaire developed by Avolio and Bass (1995) was used to measure leadership style. MLQ 360 was used to get self and rate forms from both the manager and the employees. Data were analyzed using descriptive and inferential statistical procedures. Regression analysis and Pearson correlation were used to measure the correlation and the hypothesis of the research. The research findings show that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Autocratic and laissez-faire was the least used leadership style by the managers of GTB Abuja. There was a negative correlation between leadership style and employee performance; both leadership styles (Transformational, Transactional, Autocratic, and Laissez-faire) all harm employees' performance.

Balemlay (2020) analyzes the effect of leadership styles on employee performance concerning the Ethiopian Railways Corporation. Two study objectives such as the identification of practiced leadership styles and their effect on employee performance of the Ethiopian Railways Corporation were identified. A mixed study approach was used to investigate the designed objectives. The researcher has taken 400 employees for the survey questionnaire and only 298 participants returned the questionnaire and used it for the study. A cross-section descriptive survey research strategy was adopted in which 298 usable structured questionnaires were collected from 364 questionnaires distributed. The sample size was determined by the Taro Yamane method which was formulated in 1967 to determine the sample size from a given population. In addition to that, seven key informants from middle and top management were selected for semi-structured interview questions through purposive sampling techniques. The survey questionnaire was distributed randomly in different offices and departments of Ethiopian Railways Corporation to employees experienced between 1 and 10 years. A Focus group discussion was also held with members of the labor union of the corporation. The collected data were analyzed to be meaningful. The findings of the study proved that (128) 43 percent of the employee reported that in the corporation autocratic leadership style was practiced predominantly by the leader having absolute power over his staff and affected employee performance negatively.

## 2.4 Gap in Knowledge

The study evaluated the relationship between leadership supportiveness and employee punctuality of deposit money banks in Enugu State. Like every research work, the study intends to add to existing literature. This will be made possible by the unique nature of the study focusing on the deposit money banks in Enugu State. The empirical studies reviewed in relation to the objective of the study did not attempt to examine how leadership supportiveness and employee punctuality work in the deposit money banks in Enugu State. The current study will try to understand the possible part that geographical locations or differences play in leadership supportiveness and employee punctuality in organizations.

## 3. Methodology

Ten (10) selected Banks were used for the study out of 21 registered banks in Nigeria. The banks were chosen with no number of branches in the Enugu metropolis and staff. These banks include United Bank of Africa(UBA), Guaranty Trust Bank (GTB), Union Bank, ECOBANK, Fidelity Bank, Access Bank, First Bank, First City Monument Bank(FCMB), Zenith Bank, and Polaris Bank. The study used the survey approach. The primary sources were personal interviews and the administration of the questionnaire. A population of 1110 and 285 staff sample size was used using Freund and William formula. 255 staff returned the questionnaire and accurately filled it. That gave a 90 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.75 which was also good. Data were presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using the Pearson correlation coefficient (r) statistics tool.

4. Data Presentation and Analyses

4.1 The relationship between leadership effective communication and employee ability to complete the required task of deposit money banks in Enugu State

Table 4.1.1: Responses to research question one on the leadership effective communication and employee ability to complete the required task of deposit money banks in Enugu State

		5 SA	4 A	3 N	2 DA	1 SD	$\Sigma FX$	- X	SD	Decision
1	The employees freely before the management of our bank	610	260	72	32	28	1002	3.93	1.347	Agree
		122	65	24	16	28	255			
		47.8	25.5	9.4	6.3	11.0	100%			
2	The management listens to the employees which further respects the bank and encourages staff.	585	248	78	44	28	983	3.85	1.371	Agree
		117	62	26	22	28	255			
		45.9	24.3	10.2	8.6	11.0	100%			
3	There is effective understanding by the management and staff of the bank.	365	480	51	40	25	961	3.77	1.225	Agree
		73	120	17	20	25	255			
		28.6	47.1	6.7	7.8	9.8	100%			
4	There is proper dissemination of information and cooperation among the mgt and staff.	690	160	81	52	24	1007	3.95	1.381	Agree
		138	40	27	26	24	255			
		54.1	15.7	10.6	10.2	9.4	100%			
5	The bank has emotional support and trigger for the employees	270	580	45	30	26	951	3.73	1.164	Agree
		54	145	15	15	26	255			
		21.2	56.9	5.9	5.9	10.2	100%			
<b>Total Grand mean and standard deviation</b>								<b>3.846</b>	<b>1.298</b>	

Source: Field Survey, 2021

In table 4.1.1, 187 respondents out of 255 representing 73.3 percent agreed that the employees freely before the management of our bank with a mean score of 3.93 and standard deviation of 1.347. The management listens to the employees which further respects the bank and encourages staff with 179 respondents representing 70.2 percent agreeing with a mean score of 3.85 and standard deviation of 1.371 There is effective understanding by management and staff of the bank with 193 respondents representing 75.7 percent agreed with a mean score of 3.77 and standard deviation of 1.225. There is proper dissemination of information and cooperation among the management and staff with 178 respondents representing 69.8 percent agreeing with mean scores of 3.95 and 1.381. The bank has emotional support and triggers for the employees with 199 respondents representing 78.1 percent agreeing with a mean score of 3.73 and standard deviation of 1.164.

**4.2 The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State.**

**Table 4.2.1: The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State.**

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	The participative leadership in my bank encourages relying on one's actions	345 69 27.1	480 120 47.1	48 16 6.3	52 26 10.2	24 24 9.4	949 255 100%	3.72	1.232	Agree
2	The shared leadership in my bank allows the staff to exchange ideal	400 80 31.4	416 104 40.8	36 12 4.7	70 35 13.7	24 24 9.4	946 255 100%	3.71	1.296	Agree
3	The opinions of the staff are heard by the mgt and with complete relevance.	315 63 24.7	404 101 39.6	78 26 10.2	74 37 14.5	28 28 11.0	899 255 100%	3.53	1.304	Agree
4	There is encouragement in discouraging to provide guidance and direction to staff.	250 50 19.6	528 132 51.8	15 5 2.0	70 35 13.7	33 33 12.9	896 255 100%	3.51	1.304	Agree
5	The increased group morale through leadership style enhances employee effectiveness	350 70 27.5	408 102 40.0	27 9 3.5	70 35 13.7	39 39 15.3	894 255 100%	3.51	1.414	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.596</b>	<b>1.310</b>	

Source: Field Survey, 2021

Table 4.2.1, 189 respondents out of 255 representing 74.2 percent agreed that the participative leadership in my bank encourages relying on one's actions with a mean score of 3.72 and standard deviation of 1.232. The shared leadership in my bank allows the staff to exchange ideas. 184 respondents representing 72.2 percent agreed with a mean score of 3.71 and a standard deviation of 1.296. The opinions of the staff are heard by the management and with complete relevance. 164 respondents representing 64.3 percent agreed with a mean score of 3.53 and a standard deviation of 1.304. There is encouragement in discouraging to provide guidance and direction to staff. 182 respondents representing 71.4 percent agreed with a mean score of 3.51 and 1.304. The increased group morale through leadership style enhances employee effectiveness 172 respondents representing 67.5 percent agreed with a mean score of 3.51 and a standard deviation of 1.414.

**4.3 The relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks in Enugu State.**

**Table 4.3.1: Responses to research question three on the frequency of leadership seeking out feedback and employee time reliability of deposit money banks in Enugu State.**

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	The frequency of feedback to management improves the staff's confidence to work hard.	580 116 45.5	240 60 23.5	33 11 4.3	70 35 13.7	33 33 12.9	956 255 100%	3.75	1.469	Agree
2	The motivation to learn has been encouraged by delivering quality work.	375 75 27.8	420 105 41.2	33 11 4.3	70 35 13.7	33 33 12.9	931 255 100%	3.65	1.364	Agree
3	The active listening management motivated the	385 58	380 130	21 11	78 35	28 25	892 255	3.49	1.205	Agree

	bank staff to exceed expectations.	22.7	51.0	4.3	13.7	8.2	100%				
4	Taking the time to analyze creating job security.	690	248	42	54	14	1048	4.11	1.228	Agree	
		138	62	14	27	14	255				
		54.1	24.3	5.5	10.6	5.5	100%				
5	Feedback provided productive criticism in the bank and creates a healthy communication flow.	530	332	39	78	14	993	3.89	1.252	Agree	
		106	83	13	39	14	255				
		41.6	32.5	5.1	15.3	5.5	100%				
<b>Total Grand mean and standard deviation</b>								<b>3.778</b>	<b>1.304</b>		

Source: Field Survey, 2021

In table 4.3.1, 176 respondents out of 255 representing 69.0 percent agreed that the frequency of feedback to mgt improves the staff confidence to work hard with a mean score of 3.75 and standard deviation of 1.469. The motivation to learn has been encouraged by delivering quality work. 180 respondents representing 69.0 percent agreed with a mean score of 3.65 and a standard deviation of 1.364. The active listening management motivated the bank staff to exceed expectations. 188 respondents representing 73.7 percent agreed with a mean score of 3.49 and a standard deviation of 1.205. Taking the time to analyze creating job security. 200 respondents representing 78.4 percent agreed with a mean score of 4.11 and 1.228. Feedback provided productive criticism in the bank and creates a healthy communication flow. 189 respondents representing 74.1 percent agreed with a mean score of 3.89 and a standard deviation of 1.252.

#### 4.4 Test of Hypotheses

**4.4.1 Hypothesis One: The relationship between leadership effective communication and employee ability to complete a required task is significantly low.**

**Table 4.4.1 Correlations**

		The employees freely before the mgt of our bank	The mgt listens to the employees which further respects the bank and encourages staff.	There is effective understanding by management and staff of the bank.	There is proper dissemination of information and cooperation among the mgt and staff.	The bank has emotional support and trigger for the employees
The employees freely before the management of our bank	Pearson Correlation Sig. (2-tailed) N	1  255	.964**  .000 255	.753**  .000 255	.680**  .000 255	.791**  .000 255
The management listens to the employees which further respects the bank and encourages staff.	Pearson Correlation Sig. (2-tailed) N	.964**  .000 255	1  .000 255	.751**  .000 255	.722**  .000 255	.787**  .000 255
There is effective understanding by management and staff of the bank.	Pearson Correlation Sig. (2-tailed) N	.753**  .000 255	.751**  .000 255	1  .000 255	.761**  .000 255	.723**  .000 255
There is proper dissemination of information and	Pearson Correlation Sig. (2-tailed)	.680**  .000	.722**  .000	.761**  .000	1	.750**  .000

cooperation among the management and staff.	N	255	255	255	255	255
The bank has emotional support and trigger to the employees	Pearson Correlation	.791**	.787**	.723**	.750**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	255	255	255	255	255

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4.1 is the Pearson correlation matrix on leadership effective communication has a positive relationship with employee ability to complete a required task showing the correlation coefficients, significant values, and the number of cases. The correlation coefficient result values ranges from .689 < 0.964. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the relationship between leadership effective communication and employee ability to complete a required task was significantly high ( $r=.689 < 0.964$ ). The computed correlations coefficient is greater than the table value of  $r = .000$  at an alpha level for a two-tailed test ( $r=.689 < 0.964, p<.05$ ).

#### Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

#### Decision

The computed  $r = .689 < 0.964$  is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that the relationship between leadership effective communication and employee ability to complete a required task was significantly high as reported in the probability value of ( $r=.689 < 0.964, p<.05$ ).

#### 4.4.2 Hypothesis Two: The relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks is significantly low.

Table 4.4.2 Correlations

		The participative leadership in my bank encourages relying on one's actions	The shared leadership in my bank allows the staff to exchange ideas.	The opinions of the staff are heard by the mgt and with complete relevance	There is encouragement in discouraging to provide guidance and direction to staff.	The increased group morale through leadership style enhances employee effectiveness
The participative leadership in my bank encourages relying on one's actions	Pearson Correlation	1	.815**	.687**	.778**	.730**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
The shared leadership in my bank allows the staff to exchange ideas.	Pearson Correlation	.815**	1	.746**	.750**	.824**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255
The opinions of the staff are heard by the mgt and with	Pearson Correlation	.687**	.746**	1	.855**	.729**
	Sig. (2-tailed)	.000	.000		.000	.000

complete relevance.	N		255	255	255	255	255
There is encouragement in discouraging to provide guide and direction to staff.	Pearson Correlation		.778**	.750**	.855**	1	.824**
	Sig. (2-tailed)		.000	.000	.000		.000
	N		255	255	255	255	255
The increased group moral through leadership style enhances employee effectiveness	Pearson Correlation		.730**	.824**	.729**	.824**	1
	Sig. (2-tailed)		.000	.000	.000	.000	
	N		255	255	255	255	255

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4.2 is the Pearson correlation matrix on the frequency of leadership seeking out feedback has a positive relationship with employee time reliability showing the correlation coefficients, significant values, and the number of cases. The correlation coefficient result values range from  $.687 < 0.824$ . This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high ( $r=.687 < 0.824$ ). The computed correlations coefficient is greater than the table value of  $r = .000$  at alpha level for a two-tailed test ( $r=.687 < 0.824, p<.05$ ).

#### Decision Rule

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$ , otherwise reject the null hypothesis.

#### Decision

The computed  $r = .687 < 0.824$  is greater than the table value of  $.195$ , we reject the null hypothesis. Therefore, we concluded that the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high as reported in the probability value of ( $r=.687 < 0.824$ ).

#### 4.4.3 Hypothesis Three: The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State is significantly low.

Table 4.4.3 Correlations

		The frequency of feedback to mgt improves the staff's confidence to work hard.	The motivation to learn has been encouraged by delivering quality work.	The active listening management motivated the bank staff to exceed expectations.	Taking the time to analyze creating job security.	Feedback provided productive criticism in the bank and creates a healthy communication flow.
The frequency of feedback to mgt improves the staff's confidence to work hard.	Pearson Correlation	1	.894**	.670**	.498**	.534**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
The motivation to learn has been encouraged by delivering quality work.	Pearson Correlation	.894**	1	.654**	.421**	.631**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255

The active listening management motivated the bank staff to exceed expectations.	Pearson Correlation	.670**	.654**	1	.642**	.644**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	255	255	255	255	255
Taking the time to analyze creating job security.	Pearson Correlation	.498**	.421**	.642**	1	.691**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	255	255	255	255	255
Feedback provided productive criticism in the bank and creates a healthy communication flow.	Pearson Correlation	.534**	.631**	.644**	.691**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	255	255	255	255	255

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4.3 is the Pearson correlation matrix on leadership democracy has a positive relationship with employee trustworthiness showing the correlation coefficients, significant values, and the number of cases. The correlation coefficient result values range from  $.498 < 0.894$ . This value indicates that the correlation is significant at a 0.05 level (2-tailed) and implies that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State was significantly high ( $r=.498 < 0.894$ ). The computed correlations coefficient is greater than the table value of  $r = .000$  at the alpha level for a two-tailed test ( $r=.498 < 0.894, p<.05$ ).

#### Decision Rule

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$  otherwise reject the null hypothesis.

#### Decision

The computed  $r = .498 < 0.894$  is greater than the table value of  $.000$ , we reject the null hypothesis. Therefore, we concluded that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State was significantly high as reported in the probability value of ( $r=.498 < 0.894, p<.05$ ).

#### 4.5 Discussion of Findings

##### The relationship between leadership effective communication and employee ability to complete a required task

The result of hypothesis One indicated that the computed  $r = .689 < 0.964$  is greater than the table value of  $.000$ , the study concluded that the relationship between leadership effective communication and employee ability to complete a required task was significantly high as reported in the probability value of ( $r=.689 < 0.964, p<.05$ ). In support of the result, Shin, Oh, Sim and Lee (2016) explored the multilevel dynamics involving team leaders' supportive leadership and individual work outcomes. These findings provide meaningful insights into multilevel mediation processes involving different levels of supportive leadership perceptions. Boaddaert (2017) examined the effect of supportive leadership on follower job performance, whether this effect was mediated by follower affective organizational commitment and if these direct and indirect effects were moderated by follower propensity to trust. These findings underwrite the notion that particularly in a time when work is increasingly organized in team-based settings, while at the same time employees are expected to work autonomously, supportive leadership can contribute to fostering affective organizational commitment from followers and help them to become valued organizational citizens.

### **The relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks.**

The result of hypothesis two, the computed  $r = .687 < 0.824$  is greater than the table value of .000, the study concluded that the relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high as reported in the probability value of ( $r = .687 < 0.824$ ). Abbas and Cross (2019) surveyed the impact of leadership on the organizational performance of Coca-Cola Company in Abuja, the Federal Capital City, Nigeria. The style of leadership a manager adopted has a direct effect on the organizational performance of the employee. The study among other things discovered that participatory leadership and delegation of duties enhance employee performance and attainment of corporate goals and objectives.

### **The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State.**

The result of hypothesis two, the computed  $r = .498 < 0.894$  is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that the relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State was significantly high as reported in the probability value of ( $r = .498 < 0.894, p < .05$ ). Ekpenyong (2020) investigated the effect of leadership style on employees' performance at Guaranty Trust Bank of Abuja, Nigeria (GTB). The research findings showed that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Balemlay (2020) analyzed the effect of leadership styles on employee performance concerning the Ethiopian Railways Corporation. The findings of the study proved that (128) 43 percent of the employee reported that in the corporation autocratic leadership style was practiced predominantly by the leader having absolute power over his staff and affected employee performance negatively.

### **Summary of the findings**

- i. The relationship between leadership effective communication and employee ability to complete a required task is significantly high  $r(95, n = 255) = .689 < 0.964, p < .05$ .
- ii. The relationship between the frequency of leadership seeking out feedback and employee time reliability of deposit money banks was significantly high  $r(95, n = 255) = .687 < 0.824, p < .05$ .
- iii. The relationship between leadership democracy and employee trustworthiness of deposit money banks in Enugu State was significantly high  $r(95, n = 255) = .498 < 0.894, p < .05$ .

### **5. Conclusion**

The study concluded that leadership effective communication, frequency of leadership seeking out feedback and leadership democracy had a highly significant relationship with employee ability to complete a required task, employee time reliability, and employee trustworthiness of deposit money banks in Enugu State. Support is one thing that everyone craves. Whether it is in the workplace, at home, or in school, people require one form of support or the other to function effectively and efficiently. In a group of people, how supportive the leader of a group is, determines how successful the group can be. This shows the importance of leadership supportiveness. Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal (Ismail, et al., 2019)

### **6. Recommendation**

The study recommended that

- i. For keeping employees engaged and focused in the right direction leaders should cultivate a sense of trust in the workplace through the messaging coming from leaders.
- ii. Proper feedback that is constructive and necessary should be encouraged for employees' ongoing development and it will enable them to learn from their mistakes and builds confidence.
- iii. Democratic leadership style should be built in the organization to improve and increase employee engagement, commitment, and job satisfaction.

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