International Journal of Social Sciences and Management Research E-ISSN 2545-5303 P-ISSN 2695-2203
Vol 9. No. 8 2023 www.iiardjournals.org

Strategic Leadership in Enhancing Organizational Performance within the Nigerian Banking Sector: A Theoretical Dimension

[1]Bayo, P.L.,PhD, [2]Onyenma, O.U., PhD & [3]Uhuru. G.P. PhD.
Department of Management, Faculty of Management Sciences,
Rivers, State University, Nkpolu-Oroworukwo,
PMB 5080, Port Harcourt, Nigeria
Corresponding Author: bayo.princewill@ust.edu.ng

DOI: 10.56201/ijssmr.v9.no8.2023.pg127.140

Abstract

The essence of establishing a business is to provide quality service to its customers, which is achievable through leadership. The objective of this paper is to conceptually examine the impact of strategic leadership tools for enhancing organisational performance in Nigerian deposit money banks. The predictor variable of strategic leadership was viewed from the dimensions of strategic intention and strategic management, while the criterion variable of organisational performance was measured by improved customer service and profitability. The paper reviewed the existing literature on the study variables conceptually and empirically. From the conceptual and empirical review, it was found that strategic leaders are persons with the right vision, mission, and objectives to cause change in an organisation, that leaders with strategic intents are capable of leading an organisation out of a challenging period, and that the components of strategic leadership, which are strategic intention and management, have a positive synergistic effect on the operational efficiency of the organizations. Clear corporate objectives, business, and functional-level strategies are typical of financial institutions that have a vision and mission that are broadly shared throughout the organisation and are reflected in the activities of the financial institution, as well as elaborate processes of strategy formulation that will involve all employees in the organisation and result in long-term strategies. These components of strategic leadership will enhance bank performance indicators as reflected in earnings, return on assets, profitability, and improved customer service as they increase to a greater degree.

Keywords*: strategic leadership, Organizational performance, profitability, banks*

Introduction

The advancement of technology and digitalization in the operation and activities of business globally has triggers and makes business processes more complex and competitive especially in the banking sector which is faced with fierce competition and workload experienced by long working hours, government policies on financial regulations and network connectivity in managing customers. In attaining a level of sustenance and survival of business operations, there is need for effectiveness and efficiency in the operations and executions of its business activities in achieving the goals and objectives of the organization.Theperformance of any business entity especially the banking sector is based on the leadership prowess and capacity expressed by the leader. Organizational performance is seen as an outcome and achievement of an organization in relations to its goals and objectives (Uhuru, Lekara,& Redwell2021).It involves setting a clear direction, making decisions that support the organization strategy and guiding employees toward achieving the desired outcomes. Every organisation exists to achieve a particular goal. Performance is the final achievement of an organisation and contains a few things, such as the existence of certain targets, a period of time spent achieving these targets, and the realisation of efficiency and effectiveness (Gibson & James 2010).

Thus, performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at a predetermined time using relevant strategies for action (Koontz &Donnell, 2021). Performance provides the basis for an organisation to assess how well it is progressing towards predetermined objectives, identify areas of strength and weakness, and decide on future initiatives with the goal of initiating performance improvement (Van Weele, 2006). On the other hand, financial performance is a measurement of an organisation's ability to use the resources at its disposal, such as financial, human, and even intangible resources, to generate income or revenue for the organization. This can include both tangible and intangible This can include both tangible and intangible resources (Ong'onge, 2015). The ability of an organisation to generate income from its assets, the amount generated from investments or equity, and the amount paid as dividends to the holders of equity are some of the ways in which a healthy performance can be determined by an organization. There are also other ways to determine whether or not an organisation's performance is healthy. One further way to look at performance is from the perspective of the satisfaction and loyalty of the customers.

Strategic leadership is the ability of a visionary manager to create and execute plans and make significant decisions for the organisation, including to motivate and persuade others to acquire that vision for the purpose of improving performance (Onyenma 2019). One of the most important things to look at when judging a company's overall performance is how well it does financially, which is triggered by the leadership. Strategic leadership refers to the ability to foresee, imagine, and adapt one's behaviour in response to the demands of varying circumstances, as well as the ability to empower employees to make strategic adjustments that will bring about a new way of carrying out processes within an organisation in order to achieve success within that organisation (Hoskisson, 2004). According to Rowe (2001), strategic leadership is the ability to make decisions that can influence the employees to freely make or take actions that will, in the long term, shape the business for success while, at the same time, maintaining short-term goal accomplishment.

The role of leadership in ensuring high performance in organisations and employee organisational commitment cannot be overemphasized. Leadership is often seen as a key factor in coordinating and aligning organisational processes (Packard & Lewis, 2007). Organisational leadership is an issue that is gaining widespread apprehension and taking centre stage in virtually all boardrooms, and it has initiated heated debate and thousands of empirical studies in the past decade. The quality of an organisation's top leaders is a critical influence on its overall effectiveness and continuing adaptability. Kjelin (2009) explains strategic leadership as the ability of an organisation to anticipate, envision, and maintain flexibility and empower others to create a strategic chance and a viable future for the organization. Further, organisational leadership is widely recognised as an important, dual-focused management approach that works towards what is best for employees and the management in order to sustain organisational survival and growth (Surya, 2015).

Ongore (2013) conducted a study on the elements of performance in terms of the finances of deposit money banks in Kenya. Samaitan (2014) investigated the leadership styles of Kenya's deposit money banks to better understand their performance. Nthini (2013) carried out a study to investigate the impact that strategic leadership has on the operational efficiency of deposit money banks and financial state enterprises. Despite the research efforts, the literature appears disconnected, and perhaps this is due to the fact that studies in strategic leadership are context-free (Zaccaro&Klimoski, 2001), which necessitated the basis for the conceptual review of the impact of strategic leadership as a subtle tool for enhancing the performance of the banking sector in Nigeria.

Literature Review

Theoretical framework

The theoretical foundation that this study will rely on is the transformational leadership theory initially proposed by McGregor Burns (1978) and subsequently elaborated upon by Bernard Brass (1985). The foundation of this concept may be traced back to the research conducted by Bass B, specifically his publication titled "Leadership Performance Beyond Expectations." This theory draws from a synthesis of characteristics and behavioural theories, incorporating various features and attributes associated with effective leadership.According to Northouse (2013), transformational leaders possess qualities of followership and the capacity to motivate and inspire others. Bertocci (2009) asserts that transformational leadership theory offers a logical framework that enables leaders to effectively observe and understand the ways in which they motivate and reward followers in order to achieve the organisational vision. This notion is inherently interconnected with the objective of strategic leadership, which entails the ability to predict, visualise, retain adaptability, and empower individuals to facilitate the essential strategic transformation inside an organisation. The concept of transformational leadership involves the capacity to inspire followers by instilling emotions of confidence, admiration, and commitment. This leadership style also stimulates followers intellectually, encouraging them to think differently about problems. Additionally, transformational leaders utilise contingent rewards to positively reinforce performance, take initiative in motivating and engaging individuals, and ultimately empower followers to become leaders themselves (Northouse, 2013; Daft, 2013).

Transformational leaders place a high emphasis on the growth and advancement of their teams, aiming to motivate their employees and establish strong partnerships with individuals across different hierarchical levels within the organisation. This collaborative approach is intended to drive a major transformation that yields returns that beyond the average. Lai (2011) posits that transformational leaders has the ability to motivate employees to generate extraordinary and differentiated goods and services. Transformational leaders establish objectives and offer rewards to subordinates, aiming to inspire them to achieve outcomes that surpass the average performance. Simultaneously, these leaders facilitate avenues for the individual and occupational development of every employee.The individual's aptitude arises from their ability to motivate and foster others' diligence in order to yield outcomes of superior calibre. It offers individuals with a means of visualising their goals, combining their purpose and vision to facilitate the implementation of change, while ensuring the dedication of employees. These leaders are actively seeking the essential elements required for a transformative shift from conventional practises. In this particular form of leadership, the individual taking the lead assumes the role of a pioneer who not only sets an example but also actively encourages and inspires staff members by providing them with a sense of purpose, passion, assurance, positivity, and personal satisfaction. The theory pertains to the research variable by suggesting that strategic leaders possess qualities such as inspiration, distinctiveness, and extraordinary decision-making abilities. These strategic decisions have the potential to improve organisational performance.

Concept of Strategic Leadership

Strategic leadership is a leadership style that prioritises the long-term vision, direction, and overall achievement of an organisation or team (Zaccaro, 2006). Strategic management is the process of making informed decisions and implementing appropriate actions that are in accordance with an organization's predetermined goals and objectives. This process takes into account both the internal and external factors that influence the organization's operations (Boal &Hooijberg, 2000). According to Farkus and De Backer (2006), strategic leaders bear the responsibility of establishing the direction, providing guidance to their teams, and assuring the organization's ability to adapt and maintain competitiveness within an ever-evolving business environment.Hoskisson (2004) provides a definition of strategic leadership as the ability to anticipate future environmental conditions, identify upcoming opportunities and threats, adjust one's actions in response to different situations, and facilitate employee adaptation to strategic changes crucial for organisational growth. Leaders that possess strategic thinking skills demonstrate the ability to comprehend the comprehensive scope of an organisation, encompassing its past, present, and future trajectories. Rowe (2001) defines strategic leadership as the capacity of a leader to facilitate the transformation of subordinates' actions into those that align with long-term strategies, while simultaneously maintaining attention on short-term objectives, thus working towards their accomplishment in the near future of the organisation. This conceptualization of strategic leadership posits that it encompasses the capacity of a leader to facilitate the transformation of subordinates' efforts into actionable behaviours that contribute to the achievement of long-term strategic objectives. Strategic leadership serves as the pivotal element that consolidates and integrates the various aspects that exert effect on the execution of a strategy. A comprehensive analysis of the various factors, both tangible and intangible, that play a role in the effective execution of a strategy demonstrates that strategic leadership is not only the primary element but also one that influences and underlies the other components of the plan, serving as its fundamental essence (Mathew, 2009). A comprehensive strategic leadership profile should encompass several key traits, including vision, analysis, decision-making, adaptability, communication, empowerment, risk management, and long-term focus. Strategic leaders prioritise the long-term prosperity of the organisation, instead of being entangled in immediate benefits or losses. Their primary focus is on achieving sustainable growth and creating value, rather than prioritising immediate outcomes.

Strategic Intention.

The concept of strategic intention pertains to the explicit and precise course established by the leadership of an organisation in order to accomplish its long-term goals and objectives (Mathew, 2009). The intentional and purposeful plan referred to in this context is a strategic plan that articulates the organization's objectives and desired outcomes. This plan serves as a guiding framework for decision-making and activities throughout the organisation, ensuring that all efforts are in accordance with the overarching vision and mission of the organisation (Northouse, 2004).An optimal strategic purpose should encompass the subsequent components to provide guidance to the leader during the decision-making process inside the organisation: The concept of strategic intention serves to provide a distinct and focused objective and trajectory for the organisation. The organisational mission encompasses the desired accomplishments, fundamental principles, and purpose of the entity, encompassing the development of a captivating and ambitious vision for the forthcoming period. The aforementioned vision functions as a prominent guiding principle, instilling motivation throughout employees and stakeholders alike, fostering a collective effort towards a shared objective. The inclusion of specified, measurable, achievable, relevant, and time-bound (SMART) goals is a crucial component of effective and efficient strategic aim. The aforementioned goals serve as the foundational milestones that guide the organisation towards the achievement of its overarching vision.Effective leadership necessitates leading via exemplification and showcasing unwavering commitment to the overarching vision of the organisation.In general, strategic intention serves as a guiding framework for the advancement and achievement of an organization's growth and prosperity. The alignment of efforts from all stakeholders, concentration of resources on essential priorities, and cultivation of a shared sense of purpose and direction inside the organisation are critical outcomes. The successful implementation of strategic intention has the potential to greatly enhance the probability of attaining sustained success over an extended period of time.

Strategic Management

Strategic management refers to the systematic formulation and execution of long-term strategies and initiatives aimed at attaining an organization's objectives (Zaccaro, 2006). The process include the examination of both the internal and external contexts of an organisation, the formulation of goals and objectives, the creation of strategies to attain those goals, and the allocation of resources to efficiently execute these strategies (Farkus & De Backer, 2006). Strategic management is a crucial leadership attribute that is needed for successful and efficient policy formulation and implementation within an organisation (Mathew, 2009). According to Hoskisson (2004), strategic management plays a crucial role in enabling enterprises, non-profit organisations, government bodies, and other entities to maintain competitiveness and effectively respond to environmental changes. An optimal strategic management framework encompasses several essential components, namely environmental analysis, goal establishment, strategy development, strategy execution, strategy assessment and control, and risk mitigation.According to Lai (2011),

According to the research conducted by Uhuru, Lekara, and Redwell (2021), it is argued that strategic management should be viewed as an ongoing and iterative process that involves multiple stages, including planning, execution, evaluation, and adaptation. The decision-making process necessitates the active participation of high-level executives, managers, and critical stakeholders.The implementation of effective strategic management practises has the potential to yield several positive outcomes for organisations, including enhanced competitiveness, expanded market share, improved profitability, and long-term sustainability.

Organisational Performance

The concept of organisational performance refers to the evaluation and measurement of an organization's effectiveness and efficiency in achieving its goals and objectives. It

Performance can be defined as the measurable outcome that arises from an undertaking conducted within a pre-established timeframe (Amstrong, 1994). The resulting output can manifest as either physical goods or products, or as intangible consequences such as the delivery of services. The attainment of high levels of performance by organisations is not a fortuitous occurrence, but rather a deliberate and meticulously orchestrated endeavour that is propelled by exceptional strategic leadership. The perceptions of consumers carry significant importance, and individuals in leadership positions prioritise the acquisition of knowledge and understanding on how customers assess the company's performance. The establishment of a correlation between the two variables holds significant importance due to the pivotal function strategic leadership assumes in defining the level of performance attained by a corporation. Ongore (2008) posits that an organization's outcomes can be ascertained by evaluating the returns derived from investments or owners' equity allocated to the organisation, as well as the assets involved in the production process. The distribution of dividends can serve as a valuable metric for assessing the performance of an organisation. The financial performance of an organisation is a critical determinant of its overall performance. This can be attributed to the direct correlation between the organization's financial performance and its other achievements. It is widely acknowledged that organisations experiencing poor financial performance often face significant challenges, such as potential closure or compromised operational effectiveness in various domains.

Simons et al. (1999) assert that the assessment of an organization's success is predicated upon its profitability and sales growth. Another metric that may be used to assess an organization's success is its profitability. It is worth noting that both returns on investments and returns on assets serve as indicators of an organization's profitability. There are several methods available for assessing profitability. When an organization's earnings exceed expectations, it signifies that it is generating a higher level of revenue relative to the expenses it has accrued. Based on the research conducted by Ong'onge et al. (2015), it can be inferred that a decrease in a company's portfolio quality or operational efficiency will have a negative impact on its profitability. It is conceivable for a corporation to exhibit higher return on investment (ROI) and return on assets (ROA) metrics, but still failing to generate profitability as a result of the incurred expenses. Efficiency and effectiveness of an organisation are commonly assessed based on its ability to generate financial returns.

Profitability

Profitability refers to the capacity of a business to generate a financial gain. Profit refers to the residual amount of income that remains after a business has settled all expenses directly associated with revenue generation, such as production costs, as well as other expenses pertaining to the operation of the business (Grimsley, 2015). Profitability is a significant metric used to assess the economic activity and overall success of a company entity. Additionally, it pertains to the capacity of a business to generate a financial gain within the normal trajectory of its activities. A corporation can achieve a high level of profitability by ensuring that its operations are both efficient and effective, which can be accomplished through the implementation of a strategic decision-making process. Profitability is defined as the capacity of a firm or organisation to generate a surplus or financial benefit from its operational and activity-based endeavours. The metric serves as a fundamental indicator of the organization's achievements and is crucial for ensuring its long-term viability and expansion. Profitability is commonly quantified as a percentage or a ratio, denoting the correlation between profits and diverse financial indicators such as gross profit margin. This margin represents the proportion of income that remains after subtracting the direct expenses linked to the production of goods or provision of services. The aforementioned statement denotes the fundamental measure of an organization's profitability prior to the inclusion of additional expenditures.A high level of profitability signifies that an organisation is effectively utilising its resources and achieving significant returns on its investments and operational activities. This enables the organisation to allocate resources towards expanding its operations, providing returns to its shareholders, reducing its financial obligations, and maintaining resilience during periods of economic decline. Conversely, diminished or negative profitability can be indicative of operational inefficiencies, suboptimal managerial practises, or an unfavourable economic climate.It is vital to acknowledge that the evaluation of profitability necessitates a holistic examination of other financial indicators, including liquidity, solvency, and efficiency, in order to attain a thorough comprehension of an entity's financial well-being and operational effectiveness.
Strategic leadership within Deposit Money Banks (DMBs) operating in Rivers State, Nigeria, involves a delicate interplay between profitability and the broader economic and social context. Profitability is a fundamental objective for any financial institution(Abdelgawad, Zahra, Svejenova& Sapienza, 2013), but in this specific regional context, it must be pursued in a way that aligns with the unique challenges and opportunities presented by Rivers State.

One critical aspect of strategic leadership in DMBs is the ability to balance profitability with financial inclusion (Gilson, Maynard &Bergiel, 2013). While profit generation is vital for the sustainability of these banks, Rivers State is characterized by a diverse population with varying levels of income and financial literacy. Effective strategic leadership requires DMBs to find innovative ways to serve both high-net-worth individuals and the financially underserved (Gilson, Maynard &Bergiel, 2013; Ghosh, Hyness& Kram, 2013; Abatecola &Mandareli, 2013). This can involve offering a range of products and services tailored to different segments of the population, including microfinance and mobile banking solutions.

Moreover, DMBs in Rivers State must navigate the intricacies of the local economy. The region's economic landscape is marked by sectors such as oil and gas, agriculture, and trade, each with its unique dynamics (Gillet & Vandenberghe, 2014). Strategic leaders within DMBs need to have a deep understanding of these industries, as well as the ability to anticipate and adapt to changes in market conditions. Profitability can be enhanced by developing specialized financial products and services that cater to the needs of businesses in these sectors, such as trade financing for agricultural exporters.

Effective risk management is another crucial element of strategic leadership that influences profitability. Rivers State, like much of Nigeria, faces economic, political, and security risks that can impact the banking sector (Geier, 2016). Leaders must establish robust risk assessment and mitigation processes to protect the bank's assets and maintain profitability. This may involve diversifying loan portfolios, conducting thorough due diligence on borrowers, and staying updated on regulatory changes that could affect the banking industry (Hazy & Uhl-Bien2015).

Furthermore, the interplay between profitability and strategic leadership extends to technology adoption. In an era of digital transformation, DMBs in Rivers State must invest in innovative technologies to streamline operations, reduce costs, and enhance customer experiences. By embracing digital banking solutions and mobile payment platforms, DMBs can expand their reach, attract more customers, and improve their profitability (Haigh & Hoffman, 2014).

It is essential to recognize that profitability should not come at the expense of ethical and responsible banking practices. Strategic leaders in DMBs must adhere to strict ethical standards, ensuring that the pursuit of profit does not lead to unethical behavior or exploitation of customers (Gilson, Maynard &Bergiel, 2013; Abatecola &Mandareli, 2013). This includes transparent fee structures, fair lending practices, and compliance with all relevant regulations and ethical guidelines.

Improved customer service

Improving customer service is crucial for any business to retain existing customers, attract new ones, and build a positive brand reputation(Daft,2013). Here are some strategies and best practices to enhance customer service:Effective Communication, Quick Response Times, Multi-Channel Support,Empower Employees, Feedback Collection, Customer Service Training, Handling Complaints Professionally, Empathy and Understandingand Surprise and Delight. Measure of Customer Service Metrics are seen as key performance indicators (KPIs) such as average response time, first-contact resolution rate, customer satisfaction scores, and customer retention rates(Daft & Marcic, 2016). Use of these metrics to identify areas that need improvement is needed in achieving the goal of the organization. Regular review and analysisofcustomer feedback and internal processes to identify areas where customer service can be improved(Daft & Marcic, 2016).Provisionofexcellent customer service is an ongoing effort that requires dedication and a customer-centric approach throughout the organization. Happy customers are more likely to become loyal advocates for the brand and help drive business growth (Gill, 2011).

Deposit Money Banks in Rivers State, Nigeria

According to Hardy and Maguire (2016), strategic leadership is a critical component of the success of Deposit Money Banks (DMBs) in Rivers State, Nigeria. DMBs play a pivotal role in the financial ecosystem, facilitating economic growth, and channeling funds towards productive sectors. In a dynamic and evolving market like Nigeria, strategic leadership becomes paramount for DMBs to navigate challenges, capitalize on opportunities, and fulfill their role effectively.

First and foremost, strategic leadership in DMBs entails setting a clear vision and mission that aligns with the economic and social needs of Rivers State. This involves top-level executives and board members formulating a long-term strategy that encompasses market penetration, risk management, and financial inclusion (Haigh & Hoffman, 2014). The vision should reflect the bank's commitment to contributing to the economic development of the region and the well-being of its residents.

Furthermore, strategic leadership involves effective risk management. Rivers State, like many regions in Nigeria, faces various economic, political, and environmental risks. DMBs must have leaders who can identify, assess, and mitigate these risks to safeguard the bank's assets and maintain financial stability (Allio, 2013; Akdag, & Zinedin, 2011). This includes prudent lending practices, diversifying the loan portfolio, and staying abreast of regulatory changes.

In addition to risk management, strategic leadership in DMBs necessitates an acute understanding of the local market and customer preferences. Leaders must adapt their strategies to the unique characteristics of Rivers State, considering factors like the predominance of certain industries, cultural nuances, and the level of financial literacy among residents. This localized approach allows DMBs to tailor their products and services to meet the specific needs of the community, enhancing customer satisfaction and loyalty (Nwile& Kayii, 2023; Andressen, Konradt & Neck, 2012).

Moreover, technology and innovation are integral components of strategic leadership in DMBs. The banking industry in Nigeria, including Rivers State, is witnessing rapid technological advancements and increasing competition from fintech startups (Abudho-Riwo, Njanja& Ochieng, 2012). Effective leadership entails staying ahead of the curve by adopting innovative solutions such as mobile banking, digital payments, and online customer service. Leaders must invest in technology infrastructure and cultivate a culture of innovation within the organization (Hagemann & Stroope, 2013; Gentry, Eckert, Munusamy, Stawiski& Martin, 2013).

Furthermore, strategic leadership extends to corporate social responsibility (CSR) initiatives. DMBs have a responsibility to give back to the communities they serve. Leaders should formulate CSR strategies that address pressing social and environmental issues in Rivers State, thereby enhancing the bank's reputation and fostering goodwill among stakeholders (Haigh & Hoffman, 2014).

Finally, strategic leadership in DMBs should prioritize talent development and succession planning. Investing in the growth and development of employees ensures that the bank has a capable and skilled workforce to execute its strategies effectively. Leaders should identify and nurture potential future leaders within the organization to ensure continuity and sustainability. Deposit money banks not only accept time deposits but also lend money and provide transactional savings accounts, money market accounts, and money market mutual fund accounts (Shekhar, 1984). The Central Bank of Nigeria serves as the single regulator for deposit money banks throughout Nigeria. The provision of financial stability; the issuance of cheques and foreign exchange; the lending of money to account holders; the saving of money for account holders; and the facilitation of payment of salaries, bills, and other functions are among the many roles that are played by the deposit money banks operating in Rivers State, Nigeria.

Providing financial stability is key among these roles. They make it easier for business to get done and for money to flow in both the public and private sectors of the state and the country at large.

According to the Central Bank of Nigeria, as at May 2022, there are 440 deposit money banks, micro-finance and mortgage financing firms operating in Nigeria. Among these banks are those that have branches in other countries of the world. The deposit money banks are owned by private individuals and corporate organizations, with the government having shares in some of them.

Conclusion

The study underscores the critical role that strategic leadership plays in shaping the performance and sustainability of banks in Nigeria. The dynamic and highly competitive banking sector in Nigeria demands visionary and adaptable leadership that goes beyond merely pursuing profits. As we have discussed, strategic leadership involves aligning the bank's goals with broader economic and social contexts, balancing profitability with responsible banking practices, and embracing innovation and risk management. In the context of Nigeria, where economic conditions can be volatile, strategic leadership is not a luxury but a necessity for banks. It enables them to navigate the challenges, seize opportunities, and contribute positively to the nation's financial stability and economic growth. In summary, the path to achieving organizational performance in the Nigerian banking sector lies in the hands of strategic leaders who understand the nuanced interplay between profitability, social responsibility, innovation, and risk management. By implementing the suggested measures and embracing a forward-thinking approach to leadership, banks in Nigeria can not only weather challenges but also thrive and contribute significantly to the nation's economic growth and stability.

Way Forward:

To further enhance the impact of strategic leadership in the Nigerian banking sector, several key steps can be taken as suggested below:

1. Continuous Leadership Development: Banks should invest in the development of their leadership talent pool. This includes training, mentorship programs, and leadership courses

tailored to the unique challenges of the banking industry in Nigeria. Developing future leaders within the organization ensures a seamless transition and continuity of effective leadership.

2. Embrace Technological Advancements: The rapid pace of technological change requires banks to stay at the forefront of innovation. Leaders must actively promote and invest in digital banking solutions, data analytics, and cybersecurity measures to ensure the bank remains competitive and resilient in the face of emerging threats and opportunities.
3. Financial Inclusion: Strategic leaders should prioritize financial inclusion initiatives that bring banking services to underserved and unbanked populations in Nigeria. This not only aligns with broader social and economic development goals but also opens up new customer segments and revenue streams.
4. Ethical and Responsible Banking: To build trust and maintain a positive reputation, banks should consistently uphold ethical and responsible banking practices. Leaders should establish a culture of integrity, transparency, and customer-centricity within their organizations.
5. Adaptability and Risk Management: Given the volatility of the Nigerian economy, strategic leaders must remain agile and capable of adapting to changing circumstances. Robust risk management practices and a proactive approach to identifying and mitigating risks are crucial.
6. Collaboration with Regulatory Bodies: Banks should maintain open and constructive dialogues with regulatory bodies in Nigeria to ensure compliance with evolving regulations and standards. Collaboration fosters a stable and well-regulated financial sector, which benefits all stakeholders.

References

Abatecola, G., &Mandareli, G. (2013). The personality factor: How top management teams make decisions, a literature review. *Journal of Management & Governance*, 17, 1073-1100.

Abdelgawad, S. G., Zahra, S. A., Svejenova, S., & Sapienza, H. (2013). Strategic leadership and entrepreneurial capability for game change. Journal of Leadership and Organizational Studies, 20, 394-407.

Abudho-Riwo, M., Njanja, L., & Ochieng, T. (2012). The role of strategic leadership during change. KCA University Journal of Business Management, 4, 48-61. Retrieved from www.kcajournals.com

Aguirre, R. T. P., & Bolton, K. W. (2014). Qualitative interpretive meta-synthesis in social work research: Uncharted territory. *Journal of Social Work*, 14, 279-294.

Allio, R. J. (2013). Leaders and leadership--Many theories but what advice is reliable? Strategy & Leadership, 4, 4-14.

Andressen, P., Konradt, U., & Neck, C. P. (2012). The relation between self-leadership and transformational leadership: Competing models and the moderating role of virtuality. *Journal of Leadership & Organizational Studies*, 19, 68-82.

Armstrong M. (1994). Performance Management. London, Kogan Page. *ReviewJournal,* 10(2).

Armstrong M. (2008). *A Handbook of Human Resource Management Practice,* 10th Edition, 120 Bentonville Road, London, United Kingdom.

Awino Z.B, Cecilia,M, & Peter, K.O. (2013). Top Management Team Diversity, Quality of Decisions and performance of commercial banks in Kenya; *Asian Journal of Humanities andSocial Sciences (AJHSS)* 1(3)101-113*.*

Azhar A., Sumera, I., Sajjad, R., & Shahnawaz, S. (2009). The Role of Leadership in Strategy Formulation and Implementation; *International Journal of Management and Organizational Studies,*1(2),32-38.

Beatty, K., & Quinn, L. (2010). *Strategic Command Taking the Long View for Organizational Success*. Leadership in Action, 30(1), 3-7.

Boal, K. B. &Hooijberg, R. (2001). *Strategic leadership research: moving on, international institute for management development;* Leadership Quarterly.

Bonelli Marco (2014). *A Review of the Upper Echelon Theory and Subsequent Refinements;* Alliant International University.

Breene, T., & Nunes, P. F. (2006). Going the distance: How the world's best companies achieve high performance. *The Journal of High- performance business 3.*

Cater, T., &Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies, 15(3)*

Geier, M. T. (2016). Leadership in extreme contexts: Transformational leadership, performance beyond expectation. *Journal of Leadership & Organizational Studies,*1, 1-4, 2016. doi:10.1177/1548051815627359

Gentry, W. A., Eckert, R. H., Munusamy, V. P., Stawiski, S. A., & Martin, J. L. (2013). The needs of participants in leadership development programs: A qualitative and quantitative cross-country investigation. *Journal of Leadership &OrganizationalStudies,* 21, 83-101.

Ghosh, R., Hyness, R. K., & Kram, K. E. (2013). Development networks at work: Holding environment for leader development. *Career Development International*, 18, 232-250.

Gillet, N., & Vandenberghe, C. (2014). Transformational leadership and organizational commitment: The mediating role of job characteristics. Human Resource Development *Quarterly*, 25, 321-347.

Gilson, L. L., Maynard, M. T., &Bergiel, E. B. (2013). Virtual team effectiveness: An experiential activity. Small Group Research, 44, 412-427.

Hagemann, B., & Stroope, S. (2013). Developing the next generation of leaders.*Industrial and Commercial Training*, 45, 123-126.

Haigh, N., & Hoffman, A. J. (2014). The new heretics: Hybrid organizations and the challenges they present to corporate sustainability. *Organization & Environment*, 27, 223-241.

Hambrick, D. C. (2007). *Upper echelon theory: An update.* Academy of Management, (32)2.

Hambrick, D. C., & Mason, P. A. (1984). *Upper Echelons: The organization as a reflection of its top managers.* Academy of Management, (9)2, 193-206.

Hardy, C., & Maguire, S. (2016). Organizing risk: Discourse, power, and "riskification" *Academy of Management Perspectives*, 41, 80-108.

Hazy, J. K., & Uhl-Bien, M. (2015). Toward operationalizing complexity leadership:How generative, administrative and community-building leadership practices enact organizational outcomes. *Leadership*, 11, 79-104.

Hoskisson, R., Hitt, M. & Ireland R. D. (2004). *Strategic Leadership. In Competing for Advantage.* South Western: Thompson.

Hrebiniak, L (2005). *Making strategy work: Leading effective execution and change.* Upper Saddle River, NJ: Wharton School Publishing.

Ireland, R. D., & Hitt, M. A. (1999). Achieving and maintaining strategic Competitiveness in the 21st Century: The role of strategic leadership. *Academy of Management Executive*, 13, 43–57.

Johnson, G, & Scholes, K. (2002). *Exploring Corporate Strategy, text and cases;* London: Prentice Hall.

Kaplan, R.S & Norton, D.P. (1992). *The Balanced Scorecard measure that drives performance.* Harvard Business Review.

Mapetere (2012). Strategic Role of Leadership in strategy Implementation in Zimbabwe's State-owned Enterprises; *International Journal of Business and Social Science* 1(16)

Marco B (2014). *A Review of the Upper Echelon Theory and Subsequent Refinements;* Alliant International University

Matthew (2009). *Leadership and organizational strategy*: The innovation journal 14(1) 3.

Muchira N.W. (2013). *Relationship between Strategy Implementation and Performance in Commercial Banks in Kenya.* Unpublished MBA Project, School of Business, University of Nairobi

Mugenda (2009). *Research methods quantitative and qualitative approaches*, Nairobi, ACTS press.

Nishii, L., Gotte, A., & Raver, J. (2007). *Upper echelon theory revisited: The relationship between upper echelon diversity, the adoption of diversity practices, and organizational performance (CAHRS Working Paper 07-04).* Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.

Northhouse, P.G. (2004). *Leadership: Theory and Practice* Northouse Publishing.

Nthini E.K. (2013). *Effect of Strategic Leadership on the Performance of Commercial and Financial State Corporations in Kenya.* Unpublished MBA Project, School of Business, University of Nairobi.

Nwile, C.B & Kayii, N.E (2023). Acquired human capital and career advancement of graduates of business education in Rivers State. *International Journal of Innovative Education Research*, 11(3),10-22.

O'Sullivan, D & Abela, V.A. (2007). Marketing performance measurement ability and organization performance. *Journal of Marketing*, 71, 79-93.

Ong'onge M. (2015). The Effect of Autonomy on Financial Performance of Kenyan Owned Commercial State Corporations; *Prime Journal of Business Administration and Management* 5 (6)1868-1880.

Ongore V.O.(2013). Determinants of Financial Performance of Commercial Banks in Kenya; *International Journal of Economics and Financial Issues* 3(1).

Ongore, V.O (2008). *The effects of ownership structure, Board effectiveness and managerial discretion on performance of listed Companies in Kenya:* Unpublished PhD Thesis, School of Business, University of Nairobi.

Onyenma, U.O (2019). Strategic leadership and performance of small and medium enterprises in Rivers and Bayelsa States of Nigeria.*International Journal of Humanities and Social Science Research* 5(6) 157 – 162.

Rajasekar J. (2014). Factors Affecting Effective Strategy Implementation in a Service Industry; A study of electricity distribution companies in the Sultanate of Oman; *International Journal of Business and Social Science* 5. 9(1).

Rowe, W. G. (2001). *Creating Wealth in Organizations: The Role of Strategic Leadership. Academy of Management Review*,15(1) 81–94.

Samaitan C.L. (2014). *Leadership Styles and Performance of Commercial Banks in Kenya* Unpublished MBA Project, School of Business, University of Nairobi

Sanders, T.I. (1998). *Strategic thinking and the new science*; New York, Free Press.

Shekhar R. (1984). *Financial monitoring strategy.* Business Horizons, 48, 47-54.

Shoemaker J.H (2013). *Strategic Leadership, The Essential Skills;* Harvard Business Review.

Uhuru G. P, Bayo P. L&Ebikebena E R,(2021). Impact of leadership styles on entrepreneur orientations*International Journal of Multidisciplinary Research and Growth Evaluatio*n. 2(5)232-237