

LEADERSHIP STYLES AND TEAM BUILDING: EVIDENCE FROM SELECTED DEPOSIT MONEY BANKS IN OSOGBO OSUN STATE

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Abstract

The effectiveness of team building and team performance is greatly contingent upon the leadership style practiced, given its capacity to shape employee collaboration, and organizational outcomes. However, this study examined the influence of leadership styles on team building in selected Deposit Money Banks (DMBs) in Osogbo, Osun State, Nigeria. Specifically, the study investigated the influence of transformational and transactional leadership styles on team building among bank employees. A descriptive survey research design was adopted, and data were collected from 143 respondents selected through simple random sampling from a population of 224 employees drawn from selected banks. Structured questionnaire comprising the Leadership Style Questionnaire (LSQ) and Team Building Scale were used for data collection. The data collected were analyzed using descriptive and inferential statistics, while regression analysis was employed to test the hypotheses at a 0.05 level of significance. The findings revealed that transformational leadership significantly influenced team building ($R = 0.525$, $R^2 = 0.276$, $p < 0.05$). Similarly, transactional leadership was found to have a statistically significant influence on team

building ($R = 0.250$, $R^2 = 0.063$, $p < 0.05$). The study concluded that both transformational and transactional leadership styles are important determinants of effective team building in the banking sector. It was therefore recommended that bank management should adopt and strengthen transformational and transactional leadership practices to enhance teamwork, collaboration, and organizational effectiveness among employees.

Keywords: Leadership styles, transformational leadership, transactional leadership, team building, deposit money banks

Introduction

In an increasingly competitive and volatile banking environment, the effectiveness of leadership and the strength of team building are critical determinants of organizational success. Deposit Money Banks (DMBs) in Nigeria, like in many developing economies, face pressures from regulatory changes, technological innovations, customer demands, and workforce expectations (Alabi et al., 2022). Under such conditions, how leaders guide, motivate, and structure their teams can significantly impact performance, employee satisfaction, and overall institutional resilience. Leadership is one of the most pressing issues and one of the least understood concepts in the corporate world (Simegnew, 2020). The history of leadership encompasses through several parading shifts and voluminous body of knowledge (Simegnew, 2020). The moral purpose of leadership is to create an empowered follower that leads to moral outcomes that are achieved through moral means.

As a universal activity leadership is fundamental for effective organisational and social functioning. The very natural of leadership is its influencing process and its resultant outcomes. Such process is determined by the leaders and followers characteristics disposition behavioral perception, attributions and the on text where in the process of influencing occurs (Simegnew, 2020). Leadership plays a crucial role in shaping the effectiveness and productivity of organizations. Various leadership styles autocratic, transactional, democratic leadership style, and others have been shown to significantly impact employee performance, satisfaction, and engagement (García-Morales et al., 2012; Zohar & Luria, 2005). Team building is a critical factor. It encompasses how teams are formed, how roles are defined, communication patterns, trust among members, shared goals, and how conflicts are resolved. Effective team building can amplify the positive

impacts of transformational leadership by enhancing cohesion, innovation, and collective efficacy; conversely, if weak, it can undermine both transformational and transactional efforts.

As organizations increasingly seek to enhance performance in competitive environments, understanding how different leadership styles are perceived by employees becomes essential. Leadership styles refer to the approaches leaders use to motivate, guide, and manage their teams. Democratic leadership, for instance, encourages leaders to mobilise employees to exceed their own self-interests for the sake of the organization, fostering innovation and commitment (Bass & Riggio, 2006). Conversely, Strong motivation is provided by autocratic leadership, and its effectiveness in the past attests to this (González-Romá et al., 2021). For transactional leadership, which is based on a system of rewards and penalties, focusing on short-term goals and maintaining the status quo (Judge & Piccolo, 2004). The choice of leadership style can significantly influence employee motivation and job performance, which are critical for organizational success (González-Romá et al., 2021). However, gaps remain in understanding how these styles influence team building processes in the context of Osun State DMBs, and how such team building mediates or moderates the relationship between leadership style and bank performance and employee outcomes.

Research Questions

- i. To what extent will *Transactional Leadership* influence team building?
- ii. How would *transformational leader* influence team building?

Literature Review

Concept of Leadership Styles

The earliest attempt in conceptualizing leadership was based on the idea that certain personality traits or characteristics are essential for leadership effectiveness (Gill, 2011; Pardey, 2011). Despite the universal interest in leadership, there is no one generally accepted definition of leadership. There seems to be some confusion over the meaning of

leadership (Bass, 1990). It has been observed that “there are almost as many definitions of leadership as there are persons who have attempted to define the concept (Stogdill, 1974). There are several types of leadership styles available within an organizational context. Each style has its pro and cons and no single leadership style is better than the other. Leaders should be prepared to use more than one leadership style in their quest to influence their followers to achieve an objective. This had been dubbed as the Hawthorne effect. The choice of leadership style is influenced by several factors such as the prevailing situation, organizational culture, the desired objective/goal, individual preference as well as team dynamics.

Transactional leadership style focuses on establishing roles and responsibilities and using a system of reward and punishment to motivate followers. Transactional leaders are result-driven and achieve their objectives through close monitoring of subordinates, interventions, rewarding desired behaviors and outcomes while punishing undesirable behaviors (Chowdhury, 2014). Transactional leadership is based on two main concepts namely contingent reward and management by exception. Contingent reward occurs where the leader provides a reward to the follower for exhibiting (previously agreed) behaviors and/or achieving a pre-agreed objective. The reward comes in various forms and could be financial, psychological, or materialistic. Management by exception, on the other hand, refers to a leadership style that is exception-based. The leader only intervenes when followers deviate from acceptable performance/behaviors and introduce remedial action to ensure desired outcomes are achieved.

According to Amah (2016) transformational leadership refers to a leadership that enables employees to be more innovative and take the necessary steps towards the organization gaining a competitive advantage. The transformation perspective is a leadership perspective that changes teams or organization through the creation, communication and modeling of a vision for the team or organization, inspiring the employees to strive toward the achievement of the vision. One type of leadership, known as transformational leadership, encourages workers to fulfill their high-level needs as outlined in Maslow's hierarchy of needs by instilling in them the value of taking on corporate responsibility (Wang & Hu, 2017). Transformational leaders show a greater concern for their workforce, particularly for their needs and personal growth. The workforce is equally as impressed; they appreciate, are devoted to, and are inspired by the qualities of a transformational leader. Employees' work performance has also improved, and this is influenced by transformational leaders' personalities and skills (Hampson & Jowett, 2012).

Concept of Team Building

Team building refers to a set of activities, strategies, and processes designed to improve interpersonal relationships, enhance collaboration, and foster a cohesive work environment among members of a team. The primary goal is to improve team performance by encouraging open communication, trust, and mutual understanding (Salas, Sims, & Burke, 2005). Team building has been shown to enhance organizational performance by improving team functioning, innovation, and employee satisfaction. According to Salas et al.

(1999), effective team training and team-building interventions are linked to increased productivity and better decision-making.

Team building refers to a structured process or sets of activities designed to enhance the functioning, cooperation, and performance of a team. It aims to improve interpersonal relationships, boost team cohesion, and align members toward shared goals. According to Robbins & Judge (2013) team building is a process of enabling a group of people to reach their goals and improve performance through activities that increase mutual trust, communication, and collaboration. Team building involves activities designed to improve team performance by enhancing social relations and clarifying team members' roles. However, one of the primary objectives of team building is to enhance communication, ensuring team members understand each other's roles, responsibilities, and communication styles. Team-building activities are designed to enhance communication and reduce misunderstandings that arise from poor interpersonal relationships.

Also, team building seeks to encourage collaborative problem-solving, trust, and a shared sense of purpose, which leads to better teamwork. As noted by Salas et al. (2005), effective team building aim to improves cohesion and cooperation among group members, enabling them to work together to achieve common goals. Another goal is to enhance employee satisfaction and engagement by creating a positive and supportive work environment. Team-building interventions increase morale and job satisfaction by promoting a sense of belonging and mutual respect. (Tannenbaum, Mathieu, Salas & Cohen,

2012). Team-building activities help leaders and teams recognize diverse skills and assign roles more effectively based on individual strengths. Understanding team members' strengths and weaknesses allows for optimal task allocation, which improves overall team effectiveness (Belbin 2010).

Klein et al. (2009) noted that effective team building targets processes like goal setting, interpersonal relations, role clarification, and problem solving to enhance team effectiveness. However, there are numerous challenges that hindered the goal of team building. Firstly, poor communication is a major challenge in team building is ineffective communication, which can lead to misunderstandings, conflict, and poor collaboration. Robbins & Judge (2013) Communication issues often arise due to differences in background, work styles, or unclear expectations, and can severely hinder team effectiveness. Also, without mutual trust, team members may withhold information, avoid collaboration, or become disengaged. Trust is a foundational element of team cohesion; without it, team building efforts may fail to produce lasting results. Meanwhile, when roles and responsibilities are unclear, team members may duplicate efforts or avoid tasks, causing inefficiencies and conflict. Ambiguity in roles leads to confusion, task overlap, and can create conflict within teams. Team-building initiatives often fail when management does not provide support, resources, or reinforcement of team-based values. The absence of strong leadership support can hinder the success of team-building efforts, as teams may lack direction or feel undervalued. (Tannenbaum et al. (2012).

Theoretical Review

Leader-Member Exchange Theory (LMX)

The leader-member exchange theory of leadership was formulated by Graen (1976) focuses on the two-way relationship between supervisors and subordinates. It is linked to social exchange theory which explains social change and stability as a process of negotiated exchanges between parties (Armstrong, 2009). Within an organizational work unit, subordinate becomes a part of the in-group or the out-group based on how well the work with the leader and how well the leader work with them (Northouse, 2010). Leaders usually have special relationships with in- group subordinates rather than out-group. Subordinate from the in-group are more committed to task objectives, and share more administrative duties rather than out group subordinates. Armstrong (2009) noted that leadership making develops progressively over time in three phases. These phases are role-taking, role-making and Routinization.

In role-taking, member joins the team and the leader evaluates their abilities and talents. Based on this, the leader may offer opportunities to demonstrate capabilities. On the other hand, the second phase which is role-making, here, the leader and members take part in an unstructured and informal negotiation whereby a role is created for the member and the unspoken promise of benefit and power in return for dedication and loyalty takes place. The theory is relevant to this study because trust building is very important in this stage, and any feelings of betrayal, especially by the leader, can result in the member being demoted to the out-group. This negotiation includes relationship factors as well as purely

work-related ones, and a member who is similar to the leader in various ways is more likely to succeed. The third phase is routinization (Salas et al., 2005).

In this phase, a pattern of ongoing social exchange between the leader and the member becomes established. Being a successful or in-group member usually requires being similar in many ways to the leader. These members work hard at building and sustaining trust and respect. They are often empathetic, patient, reasonable, sensitive, and good at seeing the viewpoint of other people, especially their leader. Aggression, sarcasm and a self-centered view are qualities seen in the out-group. (Armstrong, 2009). Northouse (2010) pointed out that leader-member exchanges theory directed toward how leader member exchanges affect organizational performance.

The justification for chosen this theory was based on the assertion of Northouse (2010) who posit that, high-quality exchanges between leaders and followers produced multiple positive outcomes such as less employee turnover, greater organizational commitment, better performance and promotions. That leader-member exchanges result in followers feeling better, accomplishing more and helping the organization prosper (Northouse, 2010).

Empirical Review

According to Jiajun (2024) who investigated influence of leadership styles (e.g., transformational, transactional, democratic) on team dynamics. The aim of the study was to analyse the impact of collaboration, communication, conflict resolution, and innovation on performance of teams across various industries. The study adopted the mix of theoretical analysis, quantitative data, and case studies to determine it findings. Inferential

statistics was employed to analyse the data collected. The result of the study showed that selected leadership styles influenced team dynamics significantly. It was concluded that leadership styles influenced team dynamics

Dana. et al., (2017) investigated the effects of leadership styles (transformational and transactional) on team motivation influence team dynamics including collaboration, communication, conflict resolution, and innovation in high-performance teams across various industries. The study adopted qualitative research methods, data was collected through the use of secondary source of data collection case studies. Inferential statistics was employed to analyse the data collected. Specifically, regression analysis. It was therefore concluded that leadership styles influenced team motivation in the selected industries.

Hassan, et al. (2018) investigated the effect of leadership styles on employee performance in the Somali National Civil Service Commission effect of leadership styles on employee performance in the Somali National Civil Service Commission. The study adopted a descriptive research design with target population of 50 respondents and a sample size of 44 respondents, primary and secondary data collection methods were used, stratified and random sampling methods. The study conclusions and recommends were drawn; transformational leadership, transactional leadership, laissez-faire leadership and servant leadership were found to play a big role in effect of leadership styles on employee performance in the Somali National Civil Service Commission.

Research Methodology

The study employed the descriptive survey research design because it could afford the researcher opportunity to collect data without manipulating any variables of interest. The population of the study consists of all staff of selected deposit money banks (guaranty trust bank, first bank of Nigeria and Wema bank) in Osogbo, Osun State while the target population consist of entire staff in the selected banks in Osogbo, Osun. The total population of employees stood at two hundred and twenty-four (224). Simple random sampling techniques was employed for the study. However, to determine the sample size Taro-Yamane (1967) formula was considered. Where 'n' is the sample size, N is the population size, and 'e' stands for error term. $n = \frac{N}{1+N(e)^2}$ $n = \frac{224}{1+224(0.05)^2} = 143$

Data was collected through the use of structured questionnaire. For the purpose of this study, the researcher depends on primary source of data collection alone. For the purpose of this study, the questionnaire was divided into three sections: Sections A, B and C. section A consists of personal information about the respondents which includes; highest educational level, working experience, gender, age, marital status. Section B consists of statements in which respondents were expected to select the option that best represents their opinion on leadership style. This scale is divided into two sub-scales namely transformational leadership scale with reliability coefficient of 0.87, transactional leadership scale which has reliability coefficient of 0.88 as reported by the author (Ricablanca, et al., 2020).

The scale has four-point modified rating scale which was used to measure the response of the respondents. The response rating scale pattern includes 4(Strongly Agree),

3(Agree), 2(Disagree) and 1(Strongly Disagree). While section C focused on Team Building scale. It was developed by Jiajun (2024). This scale consists of five (5) items with reliability coefficient of .755 as reported by the author of the scale. All the items are scored on a 5-point Likert scale ranging from strongly agree to strongly disagree. The data was analysed using descriptive and inferential statistical. Descriptive statistics was used to analyse demographic characteristics while the inferential statistic was used to analyse the stated hypotheses. The regression analysis was employed to test the stated hypotheses. All the research hypotheses were tested at 0.05 alpha levels.

Results and Discussion

Test of hypotheses

Hypothesis 1: Transformational leadership will not significantly influence team building in selected banks in Osogbo, Osun State, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	.276	.270	5.269

a. Predictors: (Constant), Transformational

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1365.732	1	1365.732	49.195	.000 ^b
Residual	3581.214	129	27.761		
Total	4946.947	130			

a. Dependent Variable: team_building

b. Predictors: (Constant), transformational

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	101.946	4.131		24.679	.000
Transformational	-1.455	.207	-.525	-7.014	.000

a. Dependent Variable: team_building

The regression analysis shows that transformational leadership style has a positive relationship with team building in selected banks in Osogbo, Osun State, Nigeria. The R value of 0.525 indicates a moderate correlation, and the R Square value of 0.276 suggests that only 27.6% of the variation in team building can be explained by transactional leadership style. The adjusted R Square of 0.270 further highlights the minimal influence of this leadership style on team building. The ANOVA results show that the model is statistically significant, with an F-value of 49.195 and a significance level of 0.000 ($p < 0.05$). This implies that transformational leadership style significantly influenced team building. The coefficient table reveals that for every unit increase in transformational leadership style, team building increases by 1.455 units ($p = 0.000$), reinforcing that while the effect is statistically significant, it is not substantial in practical terms. The hypothesis that "transformational leadership style would not significantly influence team building in selected banks in Osogbo, Osun State, Nigeria " was rejected, as the analysis shows a statistically significant influence of transformational leadership style on team building. The result concluded that there was significant influence of transformational leadership style on team building. This result concurs with the result of Dana et al., (2017) who asserted that leadership styles significantly influenced team motivation. Also, the study corroborates with the study of Odofin et al. (2025) that transformational leadership significantly influences employee productivity.

Hypothesis 2: Transactional leadership will not significantly influence team building in selected banks in Osogbo, Osun State, Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 ^a	.063	.055	5.995

a. Predictors: (Constant), transactional

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	310.047	1	310.047	8.626	.004 ^b
Residual	4636.899	129	35.945		
Total	4946.947	130			

a. Dependent Variable: team_building

b. Predictors: (Constant), transactional

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	61.564	3.981		15.466	.000
	Transactional	.586	.200	.250	2.937	.004

a. Dependent Variable: team_building

Also, the regression analysis of the second hypothesis indicates that transactional leadership style has a positive influence on team building in selected banks in Osogbo, Osun State, Nigeria. The R value of 0.250 suggests a moderate positive correlation, and the R Square value of 0.063 shows that 6.3% of the variation in team building is explained by transactional leadership style. The adjusted R Square of 0.055 confirms that this leadership style significantly influenced team building in selected banks in Osogbo, Osun State, Nigeria. The ANOVA results further support the significance of the model, with an F-ratio of 8.626 and a significance level of 0.004 ($p < 0.05$). The coefficient table shows that for every unit increase in transactional leadership style, team building increases by 0.586 units ($p =$

0.004), indicating a weak and statistically significant positive effect of transactional leadership on team building. As a result, the hypothesis that transactional leadership style would not significantly influence team building is rejected. This result does concur with the result of Jiajun (2024) that transactional leadership significantly team effectiveness.

Recommendations

Base on the findings of the study, the study recommended that transformational and transactional leadership styles should be adopted since the two styles of leadership had a statistical influence on team building in selected banks in Osogbo, Osun State, Nigeria. However, the following specific recommendations were made:

- i. Management of deposit money banks should encourage managers and supervisors to adopt participative and transformational leadership approaches that promote trust, open communication, employee involvement in decision-making, and mutual respect.
- ii. Banks should organize periodic team-building activities, including workshops, retreats, cross-functional projects, and problem-solving exercises, to strengthen collaboration, improve communication, and build trust among employees.
- iii. Deposit money banks should invest in regular leadership development programmes that equip managers with the skills required to effectively lead diverse teams.

Conclusion

The study investigated influence of leadership styles on team building in selected banks in Osogbo. However, based on the findings it can be concluded that transformational

and transactional leadership style were considered as the best style of leadership for enhancing team building. The study finds out that transformational leadership style significantly influences team building. Similarly, the study established that transactional leadership style statistically significant to team building in selected banks in Osogbo, Osun State, Nigeria. However, it is pertinent to note that the style of leadership is a major determinant of effective team performance. However, for increase in the level of team performance the style of leadership must be taking into consideration.

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