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Leadership Strategies and Management Practices in Nigerian Banking Sector: A Survey of Some Selected Banks in Yola Metropolis of Adamawa State

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Abstract

The main objectives of the study are to examine leadership strategies and management practices in Nigerian banking sector: a survey of some selected banks in Yola metropolis of Adamawa state. Three objectives were raised to guide the study. This research employs a descriptive survey research design to investigate the leadership strategies and management practices utilized in selected banks located in Yola Metropolis, Adamawa State. The survey design is deemed suitable as it facilitates the gathering of both quantitative and qualitative data from participants, thereby providing a comprehensive description of the current conditions and practices within the banking sector. The study population consists of all managerial and supervisory personnel in the chosen banks operating in Yola Metropolis. Given the limited scope, a purposive sampling method was implemented to select both banks and participants who are directly engaged in leadership and management roles. A target sample size of approximately 100 respondents was established, utilizing stratified sampling to ensure adequate representation across various managerial tiers. Primary data was gathered through an 18-item structured questionnaire designed to obtain insights into leadership strategies and management practices. The questionnaires were distributed in person to improve response rates. The quantitative data collected from the questionnaires were analyzed using descriptive statistics, including frequencies and means, to summarize the leadership and management practices. The results highlight that transformational, servant, and adaptive leadership styles, when paired with agile and risk-based management techniques, play a crucial role in addressing the intricate challenges present in the Nigerian banking sector. However, banks encounter considerable hurdles, including regulatory pressures, technological disruptions, and resistance to change, which necessitate ongoing focus from both leaders and managers. Based on the above conclusion, the paper recommends that: Financial institutions ought to allocate resources towards ongoing training and development initiatives that prioritize transformational, adaptive, and servant leadership competencies, thereby better preparing leaders for the dynamic banking landscape and It is essential for banks to bolster their risk-based management frameworks to proactively detect and address emerging financial and operational threats, ensuring adherence to regulatory requirements.

Keywords: *Leadership Strategies; Management Practices; Transformational Leadership; Servant Leadership; Adaptive Leadership; Risk-Based Management; Nigerian Banking Sector.*

Introduction
The banking industry functions within a multifaceted and swiftly changing landscape, necessitating strong leadership strategies and efficient management practices to maintain growth, ensure stability, and promote innovation. Leadership within the banking sector is crucial for enhancing organizational performance and nurturing a culture of resilience and adaptability.

As noted by Northouse (2018), effective leadership entails guiding individuals and teams towards the attainment of strategic objectives, a principle that holds particular significance in banking sector. In recent times, transformational and adaptive leadership styles have become increasingly significant, focusing on vision, innovation, and responsiveness to change (Bass & Riggio, 2016).

Management strategies in banks have progressed to include agile methodologies, risk-based frameworks, and governance that prioritizes stakeholders. These strategies enhance operational efficiency and regulatory compliance while improving customer-centric services (KPMG, 2020). Furthermore, the digital transformation has led banks to embrace hybrid leadership models that combine technological proficiency with conventional managerial skills (Deloitte, 2021).

The significance of leadership and management strategies in banking is highlighted by the sector's vulnerability to global financial fluctuations and cybersecurity risks, which necessitate proactive risk management and ethical governance (PwC, 2019). The effectiveness of leadership is directly linked to organizational agility, employee engagement, and the ability to innovate in the delivery of products and services (Goleman, Boyatzis, & McKee, 2016).

This paper seeks to deliver a thorough overview of the principal leadership strategies and management methodologies that are currently shaping the banking industry. The discourse will also tackle challenges facing banks in utilizing leadership strategies and management practices in Nigerian.

In conclusion, grasping the concepts of leadership and management in is essential for maintaining a competitive edge in an ever-evolving global market. By merging academic insights with industry best practices, this chapter lays the groundwork for a more in-depth investigation of strategic leadership roles and innovative management techniques that contribute to the success of the banking sector.

Objectives of the Study
The main objectives of the study is to examine leadership strategies and management practices in Nigerian banking sector: a survey of some selected banks in Yola metropolis of Adamawa state. Specifically, the study is designed to:
1. Analyze the predominant leadership strategies employed in the banking sector
2. Examine the management approaches that enhance operational efficiency and regulatory compliance in banks.
3. Identify challenges facing banks in utilizing leadership strategies and management approaches

Research Questions
The following research question were raised to guide the study:
1. What are the predominant leadership strategies employed in the banking sector?
2. What are the management approaches that enhance operational efficiency and regulatory compliance in banks?
3. What are challenges facing banks in utilizing leadership strategies and management approaches?

Review of Related Literature
Leadership Strategies in the Banking Sector
Leadership strategies refer to the comprehensive plans, frameworks, and behavioral techniques that executives, managers, and organizations utilize to guide, direct, and motivate their teams towards achieving long-term goals and maintaining a sustainable competitive advantage. The banking industry has experienced a transformation in leadership strategies to effectively respond to rapid technological advancements, heightened regulatory requirements, and changing customer expectations. Prominent leadership styles include transformational leadership strategy, transactional leadership strategy, autocratic leadership strategy, democratic leadership strategy, and laissez-faire leadership strategy (Bass & Riggio, 2016; Northouse, 2018), as well as servant leadership strategy (Greenleaf, 2016; Deloitte, 2021) and adaptive leadership strategy (Heifetz, Grashow, & Linsky, 2016).

Management Approaches in Banks Sector
Management approaches refer to the various perspectives that managers adopt in organizing, directing, and overseeing work within an organization. These approaches encompass the theories and methodologies employed by managers to effectively operate organizations and meet their objectives. In the banking sector, there is an escalating demand to enhance operational efficiency while complying with rigorous regulatory standards. Consequently, effective management strategies have become crucial for balancing these competing demands, thereby ensuring sustainable growth and effective risk management. The primary management approaches utilized in the banking industry include: Risk-Based Management

Approach (PwC, 2019), Agile Management Approach (KPMG, 2020), Lean Management Approach (Deloitte, 2018), Technology-Driven Management Approach (Deloitte, 2021), and Governance and Compliance Management Approach (PwC, 2019).

Challenges Facing Banks in Utilizing Leadership Strategies and Management Approaches

Even with the integration of sophisticated leadership strategies and management techniques, banks face numerous obstacles that impede their successful execution and effectiveness. Among these obstacles are: Resistance to Change (Northouse, 2018), Regulatory Complexity and Compliance (PwC, 2019), Technological Disruption (Deloitte, 2021), Cybersecurity Threats and Risk Management (PwC, 2019), Talent Management and Skill Gaps (KPMG, 2020), as well as Cultural Diversity and Globalization (Bass & Riggio, 2016).

Research Methodology

This research employs a descriptive survey research design to investigate the leadership strategies and management practices utilized in selected banks located in Yola Metropolis, Adamawa State. The survey design is deemed suitable as it facilitates the gathering of both quantitative and qualitative data from participants, thereby providing a comprehensive description of the current conditions and practices within the banking sector (Creswell, 2018). The study population consists of all managerial and supervisory personnel in the chosen banks operating in Yola Metropolis. Given the limited scope, a purposive sampling method was implemented to select both banks and participants who are directly engaged in leadership and management roles. A target sample size of approximately 100 respondents was established, utilizing stratified sampling to ensure adequate representation across various managerial tiers (Saunders, Lewis, & Thornhill, 2019).

Primary data was gathered through an 18-item structured questionnaire designed to obtain insights into leadership strategies and management practices. The questionnaires were distributed in person to improve response rates. The quantitative data collected from the questionnaires were analyzed using descriptive statistics, including frequencies and means, to summarize the leadership and management practices.

Results and Discussion

Research Question One: What are the predominant leadership strategies employed in the banking sector?

Table 1: The predominant leadership strategies employed in the banking sector

S/N	ITEM	MEAN	DECISION
1	transformational leadership strategy	3.02	Agreed
2	Transactional leadership strategy	3.11	Agreed
3	Autocratic leadership strategy	2.98	Agreed
4	Democratic leadership strategy	2.96	Agreed
5	laissez-faire leadership strategy	3.01	Agreed
6	servant leadership strategy	3.05	Agreed
7	adaptive leadership strategy	2.95	Agreed

Source: Research Survey, 2026

The analysis in table one shows that the predominant leadership strategies employed in the banking sector are: transformational leadership strategy, Transactional leadership strategy, Autocratic leadership strategy, Democratic leadership strategy, laissez-faire leadership strategy, servant leadership strategy and adaptive leadership strategy. This is supported with calculated mean scores of 3.02, 3.11, 2.98, 2.96, 3.01, 3.05 and 2.95 respectively.

Research Question Two: What are the management approaches that enhance operational efficiency and regulatory compliance in banks?

Table 2: The management approaches that enhance operational efficiency and regulatory compliance in banks

S/N	ITEM	MEAN	DECISION
1	Risk-Based Management Approach	3.06	Agreed
2	Agile Management Approach	3.09	Agreed
3	Lean Management Approach	2.90	Agreed
4	Technology-Driven Management Approach	2.91	Agreed
5	Governance and Compliance Management Approach	3.09	Agreed

Source: Research Survey, 2026

The analysis summarised in table two revealed that the management approaches that enhance operational efficiency and regulatory compliance in banks are: Risk-Based Management Approach, Agile Management Approach, Lean Management Approach, Technology-Driven Management Approach and Governance and Compliance Management Approach. This is supported with calculated mean scores of 3.06, 3.09, 2.90, 2.91, and 3.09 respectively.

Research Question Three: What are the challenges facing banks in utilizing leadership strategies and management approaches?

S/N	ITEM	MEAN	DECISION
1	Technological Disruption	3.00	Agreed
2	Cybersecurity Threats and Risk Management	3.03	Agreed
3	Talent Management and Skill gaps	2.90	Agreed
4	Cultural Diversity and Globalization	2.94	Agreed
5	Resistance to Change	3.10	Agreed
6	Regulatory Complexity and Compliance	3.09	Agreed

Source: Research Survey, 2026

The analysis summarised in table three indicated that the challenges facing banks in utilizing leadership strategies and management approaches are: Technological Disruption, Cybersecurity Threats and Risk Management, Talent Management and Skill gaps, Cultural Diversity and Globalization, Resistance to Change and Regulatory Complexity and Compliance. This is supported with calculated mean scores of 3.00, 3.03, 2.90, 2.94, 3.10 and 3.09 respectively.

Discussion of Findings

The analysis in table one shows that the predominant leadership strategies employed in the banking sector are: transformational leadership strategy, Transactional leadership strategy, Autocratic leadership strategy, Democratic leadership strategy, laissez-faire leadership strategy, servant leadership strategy and adaptive leadership strategy. This finding agreed with the findings of (Bass & Riggio, (2016), Northouse, (2018), Greenleaf, (2016), Deloitte, (2021), and Heifetz, Grashow, & Linsky, (2016).

The analysis summarised in table two revealed that the management approaches that enhance operational efficiency and regulatory compliance in banks are: Risk-Based Management Approach, Agile Management Approach, Lean Management Approach, Technology-Driven Management Approach and Governance and Compliance Management Approach. This finding agreed with the findings of PwC, (2019), KPMG, (2020), Deloitte, (2018), and Deloitte, (2021).

The analysis summarised in table three indicated that the challenges facing banks in utilizing leadership strategies and management approaches are: Technological Disruption, Cybersecurity Threats and Risk Management, Talent Management and Skill gaps, Cultural Diversity and Globalization, Resistance to Change and Regulatory Complexity and Compliance. This finding agreed with the findings of Northouse, (2018), Deloitte, (2021), and Bass & Riggio, (2016).

Conclusion and Recommendations

This research emphasizes the vital importance of effective leadership strategies and management practices in improving the performance and sustainability of banks located in Yola Metropolis, Adamawa State. The results highlight that transformational, servant, and adaptive leadership styles, when paired with agile and risk-based management techniques, play a crucial role in addressing the intricate challenges present in the Nigerian banking sector. However, banks encounter considerable hurdles, including regulatory pressures, technological disruptions, and resistance to change, which necessitate ongoing focus from both leaders and managers.

Based on the above conclusion, the paper recommends that:

1. Financial institutions ought to allocate resources towards ongoing training and development initiatives that prioritize transformational, adaptive, and servant leadership competencies, thereby better preparing leaders for the dynamic banking landscape.
2. It is essential for banks to bolster their risk-based management frameworks to proactively detect and address emerging financial and operational threats, ensuring adherence to regulatory requirements.
3. Leadership should prioritize the cultivation of an organizational culture that embraces change, fostering employee engagement and reducing resistance during strategic transitions.
4. Promoting the implementation of agile management techniques can enhance responsiveness, spur innovation, and boost operational efficiency, allowing banks to swiftly adjust to market fluctuations and regulatory demands.
5. The incorporation of digital solutions such as data analytics and automation can facilitate decision-making processes, compliance reporting, and improve leadership effectiveness in navigating complex operational challenges.

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