

**INFLUENCE OF LEADERSHIP STYLE ON TEAM EFFECTIVENESS: A
STUDY OF SELECTED GUARANTY TRUST BANK (GTB) BRANCHES IN
LAGOS**

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ABSTRACT: *Business organizations require astute leadership to achieve stated goals through teams whose members collaborate both effectively and efficiently. The banking sector is one in which leadership and team effectiveness are at the core of organizational excellence. However, increasing cases of poor corporate performances and bank distresses require that the link between leadership and team effectiveness be empirically ascertained. Thus, this study sought to determine if leadership style, evaluated from the angles of communication and talent management approaches have significant effects on team effectiveness in some branches of Guaranty Trust Bank in Lagos State. Anchored on transformational leadership theory and 'Blake and Mouton's Managerial Grid', the study employed both qualitative and quantitative methods to conduct its investigation. In the end, the transactional leadership style was found to be the predominant style of leadership in Guaranty Trust Bank, while the assertive communication style was found to have the most positive effect on team effectiveness. Also, the strategic pool approach to talent management, wherein the leader is involved in the professional development of the team members was found to have the most significant effect on team effectiveness. Furthermore, qualitative results indicated that a team leader will have to alternate between several approaches to communication and talent management to get the best out of their teams. It was, therefore, recommended that leadership development programs in banks should be designed to equip team leaders with requisite communication and talent management skills to enhance both team and organizational performances.*

KEYWORDS: team effectiveness, team work, talent management, assertive communication, transformational leadership, transactional leadership.

INTRODUCTION

The banking sector plays a pivotal role in any economy, especially in developing economies like Nigeria where financial inclusion needs to be expanded and optimal allocation of loan financing is critically required to drive balanced and meaningful patterns

of socioeconomic growth and development. The workforce of banks, as in many other organizations is easily delineated between leaders and teams. Given the peculiarities of the Nigerian business environment, an astute and effective leadership must piece together a team and promote teamwork at all levels of the banking operations, if the bank must meet its organizational objectives, innovatively meet customers banking needs, attain and sustain competitive advantage, as well as contribute its quota to national socio-economic growth and development.

Aldoshan (2016) points out that "leadership style and teamwork are very closely related", wherein teamwork is an outcome in environments led with the appropriate style of leadership. In that sense, team performance can be affected by how employees adjust their behavior in response to the work climate created by the leader (Akmal, 2015; Makaske, 2015). As such, inspiring teamwork on the part of bank employees cannot occur when the leader exhibits the wrong style of leadership in a given context. Fundamentally, appropriate team composition in terms of piecing together team members with required and complementary skills in the context of the goal to be achieved would require the appropriate leadership style, given that teams do not emerge or occur naturally (Ekung, Oluseun, & Ebong, 2015). Appropriate leadership is required to attract and sustain the best talents and effectively combine these talents to make effective teams.

Teams or workgroups have been identified as the structural response of organizations to provide the flexible and efficient working that an organization needs to meet the demands of modern business in terms of heightened competition, the constant demand for innovations, growing job specializations, as well as the internalization of firm operations (Brown, Johson, Meyer, & Robert, 2012; Akmal, 2015; Solat, Bashir, Ali, Baig, & Hussain, 2017). This places team effectiveness at the core of organizational performance and effectiveness, wherein teams have been identified as the 'cornerstone' or 'mainstay' of organizational life.

However, leadership plays a critical role in developing and maintaining effective teams. Malik *et al.* (2012) identified transformational and transactional leadership styles as the most desired pathways towards building effective teams. Al Rahbi, Kalid, and Khan (2017) emphasize, however, the importance of adaptability and flexibility on the part of the leader, and the ability to oscillate between several styles of leadership as may be contextually relevant, as the key to the effective motivation of teams.

Poor leadership in the banking sector, or poor performance of banks resulting from ineffective teamwork, could culminate in bank distress or failure, which would have far-reaching adverse implications for the macroeconomy in terms of a systemic crisis, as well as adverse welfare implications for bank customers who might lose their deposits and consequently face unimaginable crises. Danish, Aslam, Shahid, Bashir, and Tariq (2015) emphasize the pivotal role played by leaders in fostering group effectiveness, which is at the core of efficiently carrying out required tasks for optimal overall performances of an organization. The banking sector is not an exception. The intersection between leadership

and team dynamics is even more relevant in the banking sector, given the need of banks to deal with the huge volumes of customers they have, as well as their need to innovate on driving the much-needed financial inclusion in Nigeria, within a very competitive business environment. Thus, it is the basic proposition of this study that leadership style impacts the level of team effectiveness in Nigerian banks.

Lukwoski (2017) aptly points out that leadership efforts will mean nothing if leadership does not affect both organizational processes and outcomes. Team effectiveness stems from the interaction of talent and skill of the team members, as well as the congenial communication between them. Nasila (2011) identified leadership as a factor that affects team effectiveness. This brings into perspective, the impact of leadership communication style as well as the talent management approach adopted by leaders on team effectiveness. Team effectiveness depends a whole lot on effective interactions. The background or environment where these interactions take place will, to a great extent, depend on the leader's communication approach, given that leader behavior plays a huge role in inspiring team behavior. Also, leadership is a communication-based activity, as there will always be the need on the part of the leader to pass information across to team members and get feedback. Hence, Chaganti and Bikkina (2011) stressed the relevance of the communication approach of the leader, given that sharing roles to team members and making them understand what is required of them would require effective communication on the part of the leader (Cohrs, 2017). In the view of Raducan and Raducan (2014), the communication behavior of the leader will determine his or her leadership style. Aiello (2018) emphasizes the need on the part of the leader to be able to reach all members of their teams or groups with a variety of communication styles, largely because team members will vary in their communication styles. The emphasis here is that leaders' communication approaches, in terms of being attentive, impressionistic, dominant, animated, friendly, contentious, dramatic or relaxed, etc., have any implications for team effectiveness.

Team composition also plays a pivotal role in team effectiveness, as team members must complement each other using their skill sets and expertise to foster the attainment of team objectives. However, how much of these skill sets are brought to bear on activities and the level of complementarity or cooperation that occurs in a team will depend on how talent is managed by the leadership. Fundamentally, talent management is at the core of developing a superior work team (Heathfield, 2018), especially in a competitive sector like the banking sector. This makes talent management a leadership imperative, given that leaders must attain results via human capital (Slilzer & Dowell, 2009; Brown, 2014; Sebastian, 2017). The emphasis here is on how much is team effectiveness affected by leadership ability to recognize the talent requirements of the team, evaluate talent compatibility among team members, appreciate talent, promote talent development, as well as provide the environment for collaborative use of talent and not competitive use of talent. Self-sustaining and leader-inspired team effectiveness can only result from a leadership approach to talent management that transcends the normal acquiring, hiring, and retaining of employees via the usual human resources management practice or channels.

Given the roles that communication and talent management play in team effectiveness, investigating leadership approaches to these key areas and what implications these approaches have for team effectiveness becomes imperative. Without a doubt, a sector where such an investigation is critically needed is the Nigerian banking industry.

Guaranty Trust Bank (GTB) was chosen for this study as it is one of the New Generation Banks in Nigeria that has grown substantially and sustainably. Since its inception on January 17th, 1990, and commencement of operations in 1991, the GTB has been a trailblazer in the Nigerian banking sector, currently standing as a multinational banking institution with over 10,000 staffs spread across 218 branches within Nigeria, bank subsidiaries in 9 other African countries and the United Kingdom, as well as 19 correspondent banking operations spanning China, Switzerland, New York, Belgium, United Arab Emirates, Sweden, Germany, and the United Kingdom (GTB, 2018). As a trailblazer, GTB stands as the first Nigerian corporate to be listed on the London Stock Exchange and Deutsche Börse, as well as the first to issue private Eurobond in Nigeria (GTB, 2018).

Furthermore, GTB has successfully introduced several products into the Nigerian banking space, such as the online banking platform, SMS banking, mobile banking, and a Naira-denominated Mastercard. They also have one of the best credit ratings among Nigerian banks. These landmark achievements of the bank could have only been possible via visionary and people-oriented leadership, as well as a very coordinated synergistic group or team efforts. The GTB is, therefore, a good case to study for bank-specific empirical evidence on the interaction between leadership approaches to communication and talent management and team effectiveness.

Statement of the Problem

The Nigerian banking sector has had its fair share of leadership crises, which can be seen from the persistent berating of the weak corporate governance practices of Nigerian banks, as well as outright professional misconduct of bank CEOs and top-level management staffs (Ikpefan & Ojeka, 2010). The CBN Governor, Godwin Emefiele, recently decried the weak corporate governance practices of Nigerian deposit money banks (DMBs) as the bane for the dismal performance of the sector, wherein the leadership and management of DMBs engage in unethical practices, and do not comply voluntarily with the requirements of several corporate governance codes, except when faced with the threat of or actual penalty ("Tackling weak corporate", 2017). Hence, the industry in recent times has been marred by unethical practices of bank executives involving resource diversion, as well as parleying with politicians for money laundering, granting loans without due process and making inadequate risk considerations, leading to dismal performances on the part of some banks and threatening volume of non-performing loans in the sector.

Given the huge reliance of banks on a large labor force to meet their performance objectives, the approach of leadership on certain group-related issues will go a long way to determine how well the group performs in the given task. This is because groups or teams

tend to respond to the behavioral disposition of the leader. Team satisfaction, team cohesion, and team performance are dimensions of team effectiveness that can be largely influenced by the communication approach of the leadership of the banks at several levels. Given the dependence of banks as large organizations on synergistic efforts, inappropriate communication and talent management approaches adopted by leaders can be counterproductive, thereby reducing team effectiveness, and by extension the organizational effectiveness and performance of the bank. For example, a communication approach of the leader that does not allow for honest feedback or that is disrespectful of team members can prove counterproductive to team effectiveness. Likewise, a talent management approach of a leader that does not promote professional development or reward performances of team members, can also reduce team effectiveness.

In any environment where leadership deficit is an issue, it becomes imperative that the implications of a leadership approach on team dynamics and effectiveness within that organization be ascertained. Nonetheless, the body of empirical literature on team effectiveness for the Nigerian banking sector is either slim, non-existent, or not widely publicized. This is the basic research gap that this study intends to fill. While leadership style within the Nigerian banking sector has attracted some considerable scholarly attention, how leadership style relates to team effectiveness is yet to be explored. This study addresses this gap by investigating the impact of leadership communication and talent management approaches on team effectiveness, using some branches of Guaranty Trust Bank as a case.

Research Questions

In line with the study objectives, the following research questions were raised for determination in this investigation:

1. What is the predominant style of leadership in Guaranty Trust Bank?
2. Is there a significant effect of leaders' communication style on team effectiveness in GTB?
3. Is there a significant effect of leaders' talent management approaches on team effectiveness in GTB?

Conceptual Review

In this conceptual review, leadership style and team effectiveness are conceptually clarified. The impact on team effectiveness by leadership communication style and talent management approach is also discussed.

Leader, Leadership and Leadership Style

Leader, leadership and leadership styles represent the most widely discussed and researched concepts in work organizations (Kuchler, 2008). This could be mainly as a result of the fact that the survival and thriving of any group or team are dependent on leadership. In the extant body of literature, leader, leadership, and leadership styles as terms have attracted several definitions. Starting with leadership, it has been traditionally conceived as skills or ability possessed by an individual that is useful in running an

organization (Nivala & Hujala, 2002). This definition suggests that leadership involves an individual(s) influencing the activity of an organization, which may or may not be limited to the direction of labor, or the application of capital and other resources owned by the organization. According to Cole (2002), leadership is a constantly changing process in terms of time, organization, and types of organization requiring an individual to influence a group of people to achieve an overall objective.

A more organization-inclined definition of leadership was offered by Gill (2006) as involving an individual who assists by stimulating, motivating, and encouraging followers in order to achieve results that satisfy the existence and objective of an organization. This definition of leadership addressed the individual who is the leader as someone whose influence is captured in stimulating, motivating, and encouraging a group of people to work to achieve a goal. Hence, Lok and Crawford (2004) believe that leaders play an important role in the decision of whether a company succeeds or fails.

A leader is a person who has the power to motivate people towards achieving a goal or an objective, and leaders play a vital role in setting the culture of a firm. A capable leader is one who directs and guides his followers to achieve the desired goals. A leader is a person who can influence the behavior of his/her followers to achieve the set goals. A leader is a person who inspires his/her subordinates through directing and motivating them to perform specific tasks to accomplish outlined company objectives. Simply put, a leader is someone who sets the direction for others to follow (Fustin, 2013). Successful leaders understand themselves, their followers, and the tasks and procedures that govern the organization as a whole. A leader needs confidence and strategy to manage a wide range of different issues effectively – from creating learning associations where workers grow and develop as effective members of an organization to managing any conflict that arises; as well as fostering hierarchical clarity to inspiring energy and creativity through bold visions (Gallos, 2008).

There are several approaches to leadership which can be generally referred to as leadership style. As such leaders can adopt different styles including, the administrative style, autocratic style, charismatic style, free economy style, democratic style, situational style, cooperative style, relationship-based style, transactional style, transformational style, and so on (Mosadeghard, 2003). Evidence in literature abounds that leaders use different leadership styles in several situations, depending on organizational culture as well as employee maturity. However, today's employees are mostly specialized and highly educated, dictating the type of influence they require from their employer or leader as the case may be. Generally, three types of leadership are prevalent in work organizations; autocratic leadership which is mostly used when quick decisions are to be made concerning a team's task or pressing issues within an organization; democratic leadership style which is mostly used to encourage active participation and involvement of all team members, allowing communication flow from top to bottom and bottom to top; and lastly the laissez-faire leadership style which is mostly applied where and when team members can self-

direct and utilize their skills in achieving and completing their task (Shahmohammadi, 2015).

Team Effectiveness

A team refers to an active unit bound together by a common purpose or goal to be achieved. In the view of Morgan, Glickman, Woodard, and Salas (1986) a team is formed when interdependent and adaptive interactions take place between two or more persons who have common or shared values and objectives. The import of this definition lies in its emphasis on a team as being made of people who have to act interdependently to attain specific objectives and targets (Garner, 1998). In the view of Mickan and Rodger (2000), teams are formed by people whose skillsets complement each other and are synergized to attain shared goals for which the group feels responsible.

Team effectiveness is a broad term but can be simply defined as the capacity for the attainment of set objectives or targets by a group of people working together. However, there is a consensus in extant literature that proper understanding of the term would require that 'effectiveness' be defined with a multilevel approach (Mickan & Rodger, 2000; Cooke & Hilton, 2015). Thus, Mickan and Rodger (2000) recommend identifying what effectiveness means at the organizational, processes, and individual dimensions of a team to properly understand what team effectiveness means. Similarly, Cooke and Hilton (2015) emphasize that effectiveness at the individual, group, and higher-level influences must be spelled out to understand team effectiveness.

Mickan and Rodger (2000) opine that with the organizational dimension, team effectiveness entails clarity of purpose and adequacy of resources under an appropriate culture and suitable leadership wherein there are specified tasks and distinct roles for relevant members. From the process dimension, team effectiveness is more about minimizing team conflict by apt coordination and clear communication in a cohesive environment that allows for good social relationships, shared decision making, and healthy performance feedbacks. At the individual dimension, team effectiveness demands that a team is comprised of members who bring in a wealth of technical expertise and self-knowledge, are willing to trust other team members, be committed to team ideals and objectives, as well being flexible enough to deal with changes in team dynamics as they occur.

From a simpler viewpoint, Sundstrom (1999) explained team effectiveness in terms of teams meeting the performance benchmarks or expectations of several stakeholders that are affected by the output of the team. These expectations or criteria will differ across several stakeholders. For the customer, the effectiveness of a team will be judged on the quality of service in terms of the cost, timeliness of service, as well as the personalization of customer experience as offered by several team members over several transactions with the firm. For the manager, team effectiveness will entail the level of initiative shown by team members in solving problems as they arise with the least supervision possible.

Leader Communication and Team Effectiveness

Leadership communication involves transmitting information and common understanding from the leader to subordinates about roles, processes, expectations, goals as it relates to tasks, as well as within the context of interpersonal interactions between leader and follower. Interaction is always required in teams, especially the one that takes place between leaders and team members, as a lot depends on how effective it is. Thus, the leader should be ahead of others in an organization, in at least his/her communication skills, to be effective.

Communication plays an irrefutable role in who becomes a leader. The leader of a team should understand the importance of trust-based and transparent communications at both the personal and group levels. Leadership is fundamentally a communication-based activity, as there are instructions on tasks and processes that leaders will have to communicate with several stakeholders with different information needs. Ketchum (2012), based on global data, reports that 50% of effective leadership is linked with how effective leaders communicate. In that context, Olenski (2016) opines that effective leadership communication depends on a leader's proficiency at reading body language, having good video presentation skills, being skillful at listening, as well as excellent speaking and writing skills. Similarly, Anthony (2018), contends that effective leadership communication entails the leader being able to communicate using both verbal and non-verbal cues (body language), active listening, leaders setting an example with how they communicate, leaders being able to adapt to or use different communication styles as is necessary, as well as leaders always improving how they communicate. JRS Consulting (2008) assessed effective leadership communication in terms of communication intelligence, courageous communication, strategic messaging, inspiring and influencing others, as well as two-way communication.

The communication style of a leader will fundamentally flow from his/her leadership style (Raducan & Raducan, 2014). As such, one can expect that an autocratic leader will communicate aggressively, while a laissez-faire leader will most likely be a passive communicator. Hackman and Johnson (2013) attribute the effectiveness of the leader to his/her communication style.

Figure 1. Basic Communication Styles

The Passive Person	The Aggressive Person	The Assertive Person
Is afraid to speak up	Interrupts and 'talks over' others	Speaks openly
Speaks softly	Speaks loudly	Uses a conversational tone
Avoids looking at people	Glares and stares at others	Makes good eye contact
Shows little or no expression	Intimidates by using expressions	Shows expression which matches the message
Slouches and withdraws	Stands rigidly, crosses arms, invades the personal space of others	Relaxes and adopts an open stance and expressions
Isolates self from groups	Controls groups	Participates in Groups
Agrees with others despite personal feelings	Only considers own feelings and/or makes demands of others	Keeps to the point
Values self less than others	Values self more than others	Values self equal to others
Hurts self to avoid hurting others	Hurts others to avoid being hurt	Tries to hurt no one [including self]
Does not reach goals and may not even know goals	Reaches goals but hurts others in the process	Usually reaches goals without hurting others
You're okay, I'm not	I'm okay, you're not	I'm okay, you're okay

Source: Jacqueline (2012)

While clear-cut leadership communication styles are not very popular in literature, it is still very apt to say that the leader's communication style will fall within the basic communication styles which include: passive, aggressive, passive-aggressive, and assertive. (William, 2018; Karell, 2018). These basic communication styles are depicted in Figure 1 above.

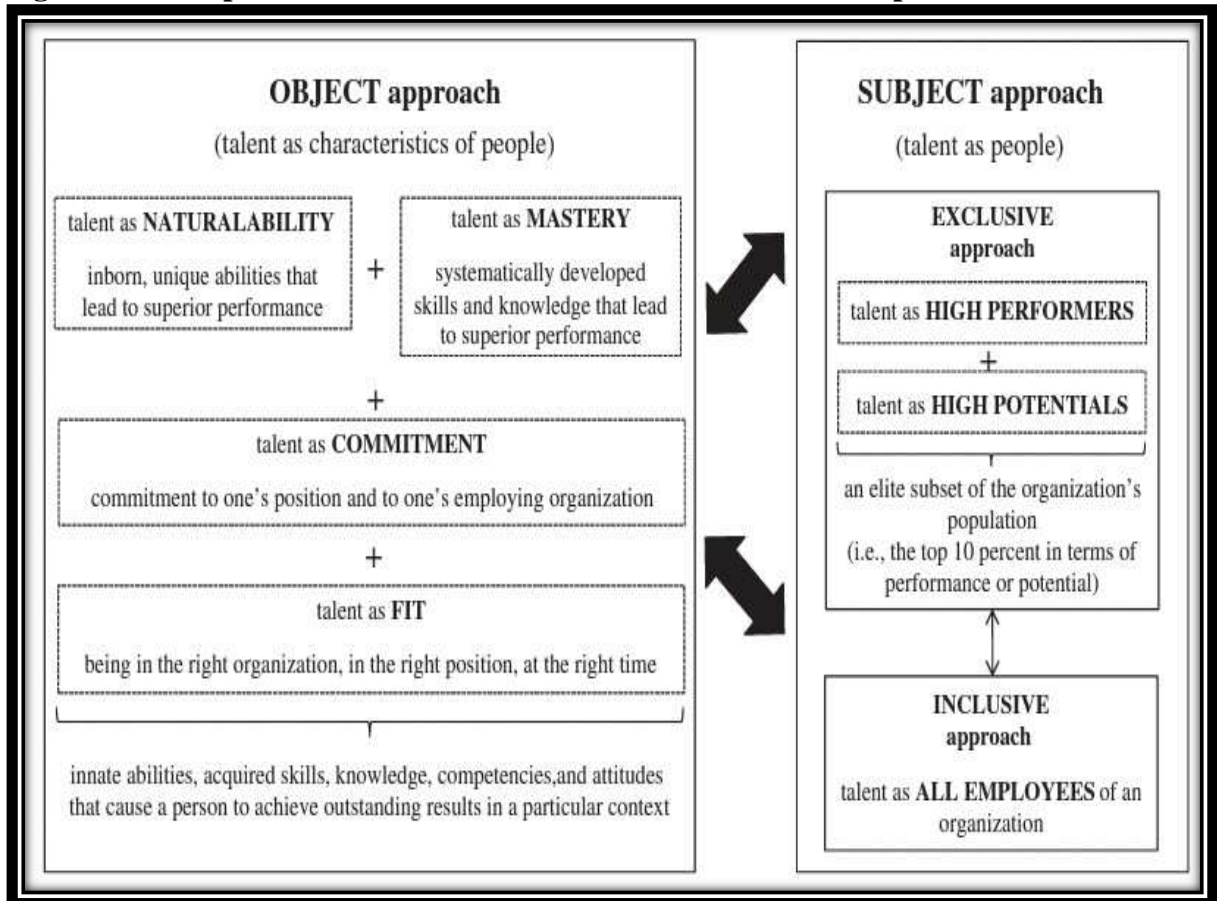
While the centrality of communication to leadership and team effectiveness is not in doubt. Luthra and Dahiya (2015) emphasize that managers and teams must communicate effectively to complete projects successfully. As such, it is the leader's role to determine the appropriate communication approach that will enable him or her to persuade team members, engender a sense of responsibility, and provide support and motivation to make the team effective.

Leader Talent Management Approach and Team Effectiveness

Talent management fundamentally involves the strategic handling of the process by which the firm hires and retains employees, such that business capabilities can come from the workforce to meet the present and future needs of the business. Precise definitions of talent

management that are commonly accepted do not exist, as the practice of talent management continues to draw from several other fields (Garavan, Carbery, & Rock, 2012; Thunnissen, Boselie, & Fruytier, 2013; Sparrow, Scullion, & Tarique, 2014)

Figure 2: Conceptualization of What 'Talent' Means in the Workplace



Source: Gallardo-Gallardo, Dries and González-Cruz (2013)

Gallardo-Gallardo, Dries, and González-Cruz (2013) provide an extensive conceptualization of talent within the context of the workplace. This is depicted in Figure 2 above. The operationalization of talent management can be said not to be easy because of the definitional difficulties associated with the term 'talent', wherein the academia and management consulting tend to take 'talent' to mean different things (Tansley, 2011; Dries, 2013). However, Sager (2018) believes that talent could mean any of the following:

1. The pool of people available to an organization to meet its goals and targets;
2. An inherent feature that one has or does not have that separates the one who has it exceptionally from the one who does not have it
3. The ability of an individual to leverage education, training, and opportunities to learn to do what is not inherently given to him or her.

From the above 3 broad conceptualizations pointed out by Sager (2018), three different meanings or operationalization of talent management can be developed. In line with the first meaning of talent, talent management would be ensuring that the organization has the pool of people that can deliver on the mandate of the organization. In line with the second meaning of talent, talent management would entail identifying people with exceptional inherent abilities and nurturing those abilities for either the personal development of the individual or profitability or competitiveness of the organization to whom the talented individual belongs. In line with the third meaning, talent management would entail providing people with the required education, training, and opportunities that can be leveraged to effectively and efficiently perform tasks for which they do not have the inherent capacity to accomplish.

Sparrow *et al.* (2014) made a more systematic attempt to crystallize talent management approaches based on conceptual clarifications provided by Collings and Mellahi (2009). While talent management is taken to vary in context, it would more often than not have to do with finding the right people for the right job.

Figure 3: Talent Management Approaches

1. People approach: talent management as a categorisation of people.
2. Practices approach: talent management as the presence of key HRM practices.
3. Position approach: talent management as the identification of pivotal positions.
4. Strategic pools approach: talent management as internal talent pools and succession planning.

Source: Sparrow, Otake and Makram (2014)

From the categorization depicted in Figure 3 above, Sparrow, *et al.* (2014) explain that under the **people approach to talent management**, the organization distinguishes between top or high performing employees and those who are not. This approach to talent management emphasizes offering some sort of preferential treatment or differential management to these top performers or high potential employees based on certain unique skills they are deemed to have or can have, which have far-reaching implications for the competitive advantage of the firm. The **practices approach to talent management** draws from the traditional human resource management (HRM) approach but entails clearly defined practices of recruitment and staff development embedded in proactive and active management of the talent pool required by the organization to meet its business needs. The **position approach to talent management** emphasizes that talent management should

focus on getting the required talent into key positions that are at the core of the firm's growth and competitiveness. The **strategic pools approach to talent management** emphasizes that the firm should manage talent or employees such that it has an internal pool of talents to draw from within the firm when there is the need to fill up some key positions as they become vacant (Collings & Mellahi, 2009; Sparrow *et al.*, 2014a).

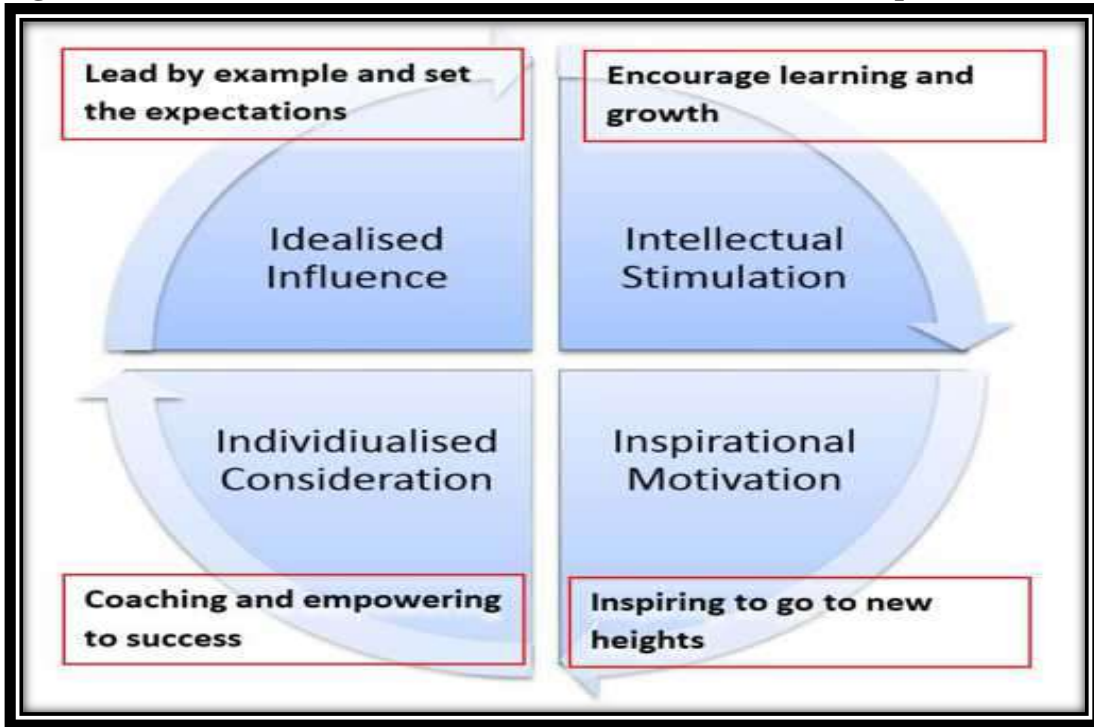
Theoretical Framework

The study adopted two major theoretical perspectives to explain the aspects of leadership investigated in the study. Specifically, the transformational leadership theory was used to explore the impact of leadership communication style on team effectiveness while Blake and Mouton 'Managerial Grid' was applied to understand how team effectiveness is influenced by leadership talent management approaches.

Transformational Leadership Theory

Transformational leadership as a concept was first introduced by James V. Downton in 1973. Downton (1973) attempted to identify some form of charismatic leadership under revolutionary contexts. However, the popularization of the concept is attributed to James Macgregor Burns. Burns (1978) delineated transactional and transformational leadership as mutually exclusive within the context of politics and defined the latter as a process wherein both leaders and followers are lifted to advanced levels of inspiration and motivation as they lift each other at work. Under transformational leadership, there is a willingness on the part of the followers to follow the leader, stemming from the trust, loyalty, admiration, and respect that the transformational leader inspires in the followers through his or her qualities. The word "transform" in this context entails that this leadership style initiates changes in how things are done in a team, as well as in the people within the team. The transformation results from the leader being a role model and connecting with the team members' sense of identity and self to collaboratively initiate the required changes. Thus, transformational leadership is deeply rooted in the concept of causing a change in the life of the organization and team members that are intrinsically pursued by leaders and willing followers, based on the inspiration that the leader provides.

A formal attempt to theorize transformational leadership is credited to Bernard M. Bass, who expanded on the idea of James Macgregor Burns to form the 'Bass Transformational Leadership Theory'. Bass (1985) attempted to provide a basis for evaluating transformational leadership, and explicitly identified the psychological mechanisms or components via which the transformational leaders initiate change and motivate followers. Bass (1985) conceptualized his model on the basic assumptions that people become motivated when made aware of the importance of tasks and team-focus which produce collective wins rather than self-gains.

Figure 4: Four Main Mechanisms of Transformational Leadership

Source: Educational Business Articles (2016).

From those assumptions, Bass (1985) conceptualized that the change and motivation initiated by the leader occur via the 4 mechanisms identified in Figure 4 above. As such, the leader initiates change based on his charisma as a role model (idealized influence); challenging of stereotypes and performance-reducing assumptions and stimulation of team members' creativity (intellectual stimulation); a personalized leader-follower relationship that meets needs of individual team members (individualized consideration); and providing a sense of meaning, direction and challenge toward goals that followers find very compelling (inspirational motivation). Another dimension of Bass' theory that differs from the views of Burns (1978), is that Bass (1990) does not consider transactional and transformational leadership to be mutually exclusive, but perceives them instead as complementary approaches that can be employed by the same leader given the context and leadership requirement of a team or organization.

The relevance of this theory and its impact on team outcomes have been validated by several empirical studies (Krishna, 2011; Chou, Lin, Chang, & Chuang, 2013; Wahba, 2016). In the context of this study however, this theory is apt as it emphasizes a pivotal role for communication in all the mechanisms through which transformational leadership initiates required changes. Thus, Cherry (2018) identifies communication skills as a critical component of transformational leadership. All the mechanisms identified in Figure 4 above are required for team effectiveness, and they all depend on how and how well the leader can communicate with team members. The leader will have to know what communication

style is apt in a given context either to intellectually stimulate team members or inspire them. Even within the context of individualized consideration, leadership communication style will go a long way to decide if the interpersonal relationships between the leader and team members will either reduce or improve team performance.

Taking a marketing team in GT bank, for example, the extent to which a leader gets a team to be effective either in terms of task completion, team thrust, team trust or getting the support for the team to either meet a marketing target or expanding market reach will depend a lot on how the leader can communicate to the team members, using the appropriate communication style. Irrespective of the component of transformational leadership adopted (idealized influence, individualized consideration, inspirational motivation, or intellectual stimulation), the leader of the marketing team must communicate appropriately depending on the context to achieve the right team outcomes.

Blake and Mouton Managerial Grid

Management theorists Robert Blake and Jane Mouton in the 1960s developed a grid-based model that features types of leadership, delineated based on the extent of balance on the part of the leader in showing concern for people and/or concern for task.

Figure 5: Blake and Mouton Managerial Grid



Source: *Make a Dent Leadership* (2018)

In the original formulation, a graphical illustration depicted five types of leadership, wherein the concern for people is captured on the y-axis on a scale of 1-9, while the concern for the task is captured on the x-axis on a scale of 1-9 (Blake & Mouton, 1964). Based on the two extreme leadership focus, 5 basic styles of leadership are identifiable. It is, however, imperative to state that the Blake and Mouton Managerial Grid has undergone significant evolutions over the years with several other styles of leadership identified or positioned at several points within the grid (Rouse, 2015). The adoption of any of the five basic styles by a leader as depicted in Figure 5 above will depend on the extent the leader focuses on either people or tasks. Hence, the extremes of this model align with the 'Theory X and Y', depicting absolute concern for production and people respectively (Rouse, 2015).

The relevance of the Blake and Mouton managerial grid as an explanatory tool for the impact of leadership talent management on team effectiveness stems from the explicit focus of the grid-based model on the concern for people as a critical pillar in organizational management. In that regard, a leader who has a talent mindset and is people-oriented will ensure that teams produce more effectively. The focus of the leader on team members either within the accommodating, middle of the road, or team management leadership grids will require some talent management technique on the part of the leader to make the team effective.

Concerning marketing teams in GT Bank wherein customer interface is very important, bank staffs will most likely have better interactions with customers when they belong to teams that have leaders who are more people-oriented than task-oriented. Other desirable team outcomes that the people-oriented approach can bring about include team thrust, trust, more collaborative efforts amongst team members, as well as higher team support for leaders. Moreover, the professional development of the members of the marketing team can be expedited when the team leader as a people-oriented person becomes very involved in the development of team members.

METHODOLOGY

Fundamentally, as a case study, the investigation allows for an in-depth examination of the subject matter within the context of a specific environment (Guaranty Trust Bank). However, to provide answers to the precise questions raised for determination in the study, both qualitative and quantitative approaches were adopted. Thus, a survey and in-depth interviews were employed to collect data for the study.

The population of the study consists of employees in the four branches of the Guaranty Trust Bank, located in Etiosa 3 Local Government Area of Lagos State, Nigeria that were purposively selected for the investigation. This covers the branches at Ikota Shopping Complex, Lekki, Admiralty Way, and Chevron Drive. The staff strength of these 4 branches is 180 bank staffs as of August 2018. The simple random sampling technique was used to draw a sample for the study from the 180 bank staffs at the four GTB branches that made up the population of the study. The sample size for the study was obtained using the **RAOSOFT** online sample size calculator (RAOSOFT Inc., 2004). On the online page of **RAOSOFT**, inputting a total population of 180, a margin error of 5%, a confidence level of 95%, and a response distribution of 10% gave a sample size result of 79 respondents. Thus, a sample of 20 team leaders and 59 team members was used for the survey based on the approximation of the proportion of team leaders to team members in the branches. The structured interview was focused on team leaders, to get more in-depth responses on how several dimensions of leadership communication and talent management styles affect team effectiveness. Both descriptive and inferential statistical methods were applied to analyze the primary data sourced from the field study with the use of Microsoft Excel 16.0 and the Statistical Packages for Social Sciences (SPSS) version 23.0.

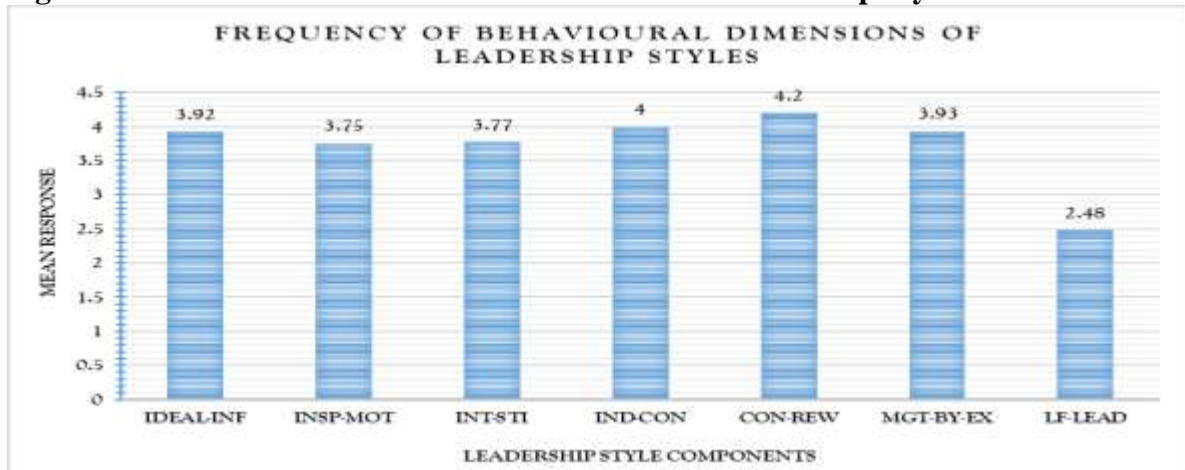
Data Presentation, Analysis, and Interpretation

An initial sample size of 79 bank staff was earmarked for the study. Only 60 bank staffs were available to participate in the study, 40 of whom were team members while 20 were team leaders. All 60 respondents filled their questionnaires properly, indicating a response rate of 75.95%. The responses from the questionnaires were collated and used to analyze the research questions. The simple arithmetic mean was applied to describe the data. Where applicable bar charts were employed. The leadership style of communication and talent management indicated by the simple arithmetic mean analysis was tested for statistical significance using the One-sample t-test.

Research Question One: What is the predominant style of leadership in Guaranty Trust Bank?

Using the Multifactor Leadership Questionnaire (MLQ-6S), the study investigated three types of leadership styles, namely transformational leadership style, transactional leadership style, and the laissez-faire leadership style. The transformational leadership style was investigated across 4 components namely idealized influence (II-), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC). Contingent reward (CR) and management-by-exception were the 2 components of the transactional leadership style investigated. The laissez-faire leadership style had no components.

Figure 6: Practice of the Behavioural Dimensions of Leadership Styles in GT Bank



SOURCE: Field Survey, 2018

Figure 6 above depicts the dimensions of transformational and transactional leadership styles and laissez-faire leadership styles. The arithmetic mean analysis shows that contingent reward (CON-REW) as a dimension of the transactional leadership style, is the most commonly exhibited leadership behavior, with a mean of 4.2. This is followed by individualized consideration (IND-CON) as a component of the transformational leadership style, with a mean of 4.0. Management-by-exception (MGT-BY-EX) as a component of the transactional leadership style is the third most exhibited leadership behavior, with a mean of 3.93. The mean of 2.48 indicates that the laissez-faire leadership style (LF-LEAD) is the least exhibited leadership behavior. Concerning the first research question, the seven behavioral dimensions of leadership styles indicated above were collapsed into three broad leadership styles, with the mean figures showing which is the most predominant leadership style in GT Bank. This is shown in Figure 7 below.

Figure 7: Predominant Leadership Style in GT Bank



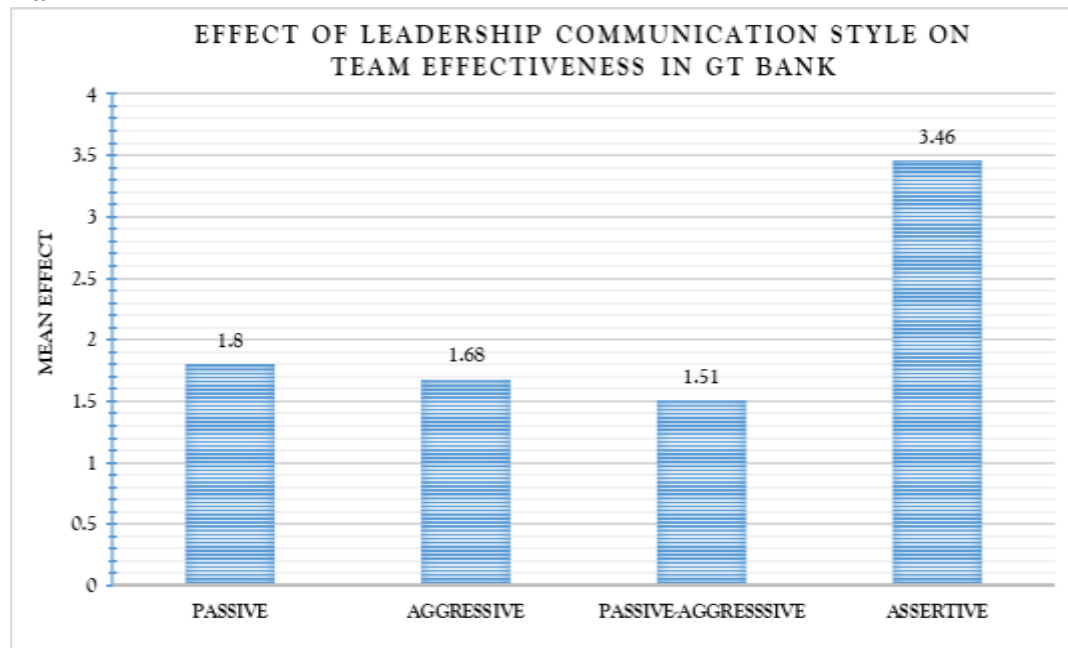
SOURCE: Field Survey, 2018

The transactional leadership style is shown to be the predominant style of leadership in GT Bank, with its mean value of 4.01. This exceeds the mean responses of 3.36 and 2.48 for both the transformational and laissez-faire leadership styles respectively. More so, the mean value of 4.01 indicates that the transactional leadership style is often the most used leadership style by team leaders in GT Bank.

Research Question Two: Is there a significant effect of leaders' communication style on team effectiveness in GTB?

A total of 20 structured questions in the questionnaire administered on team members was used to deal with this research question. The questions relate to how several dimensions of team effectiveness are affected by the four major communication styles exhibited by leaders namely: passive (questions 1-5), aggressive (questions 6-10), passive-aggressive (questions 11-15), and assertive (questions 16-20) communication styles

Figure 8: Effect of Communication Styles of Leaders on Team Effectiveness in GT Bank



SOURCE: Field Survey, 2018

From Figure 8, it can be seen that team effectiveness is only improved by the assertive communication style. However, the second research question borders on the significant effect of leadership communication style on team effectiveness. Thus, the mean response on assertive communication style is subjected to the One sample t-test, to test for statistical significance. The overall mean response obtained for the assertive communication style is compared to the critical mean of 2.5. This is to see if the difference between both values is statistically significant. Results of the One sample t-test is presented in Table 1 below.

Table 1: Test Statistic for Effect of Assertive Communication Style on Team Effectiveness

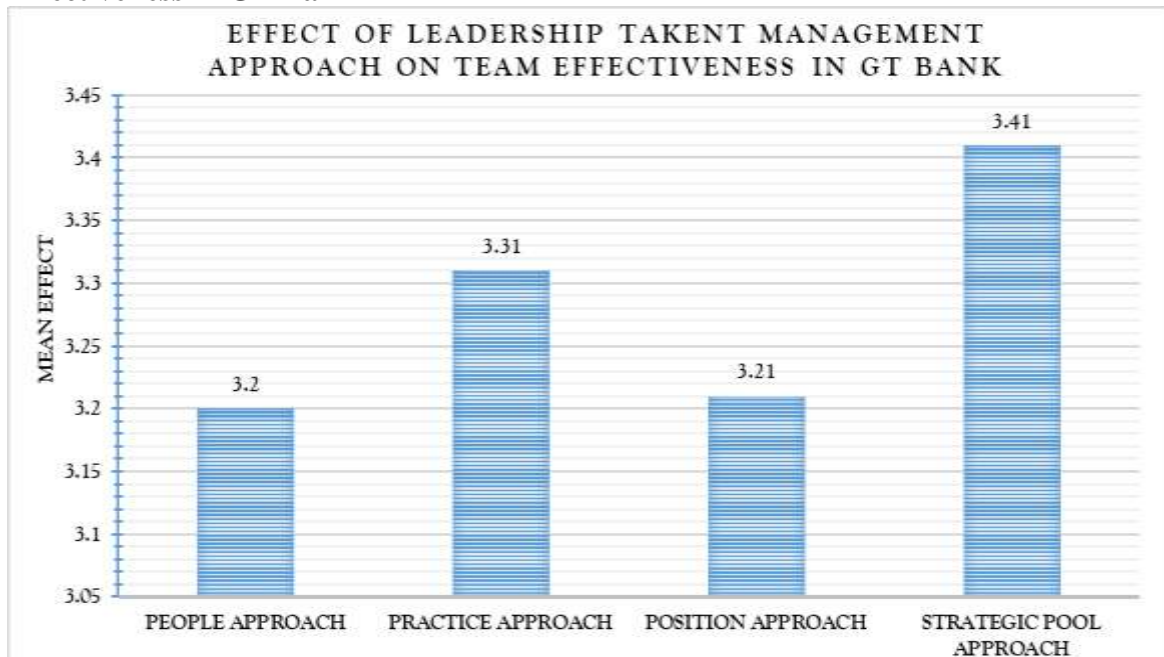
OVERALL MEAN VALUE	CRITICAL VALUE	<i>t</i> -statistic	<i>p</i> -value	REMARK
3.46	2.5	24.353	0.000	Significant effect

SOURCE: Author's Computation Using SPSS 23.0.

From Table 1 above, it was ascertained that there is a statistically significant difference between the overall mean response of 3.46 and the critical mean of 2.5, as the *p*-value of 0.000 falls below the 5.05 level of significance. Thus, it can be said that the communication styles of leaders have a significant effect on team effectiveness.

Research Question Three: Is there a significant effect of leaders' talent management approaches on team effectiveness in GTB?

In the questionnaire administered on team members, 12 items measured the impact of talent management approaches of team leaders on team effectiveness. The questions focused on how several dimensions of team effectiveness are affected by four approaches to talent management adopted by leaders namely: people approach (questions 1-3), practice approach (questions 4-6), position approach (questions 7-9), and strategic pools approach (questions 10-12).

Figure 9: Effect of Talent Management Approaches by Team Leaders on Team Effectiveness in GT Bank

SOURCE: Field Survey, 2018

Figure 9 above allows one to comparatively view the cumulative effect of each talent management approach. It can be seen that the Strategic Pools approach to talent management by leaders results in the most improvement in team effectiveness, as its mean

response of 3.41 exceeds the mean response for the other 3 approaches. All the mean values of the talent management approaches exceed the 2.5 critical mean value. Thus, the results of the four approaches were tested further for statistical significance using the One-sample t-test.

Table 2: Test Statistic for Effect of Talent Management Approach on Team Effectiveness

TALENT MANAGEMENT APPROACH	OVERALL MEAN VALUE	CRITICAL VALUE	<i>t-statistic</i>	<i>p-value</i>	REMARK
People Approach	3.2	2.5	13.383	0.000	Significant effect
Practice Approach	3.31	2.5	25.487	0.000	Significant effect
Position Approach	3.21	2.5	16.141	0.000	Significant effect
Strategic Pool Approach	3.41	2.5	21.892	0.000	Significant effect

SOURCE: Author's Computation Using SPSS 23.0

From Table 2 above, it was verified that there is a statistically significant difference between the overall mean response for the approaches although they all exceeded the critical mean of 2.5. Thus, it can be seen that the talent management approach of leaders has a significant effect on team effectiveness.

Qualitative Findings

Responses to items on the interview schedule showed the open-ended opinions on the part of the leaders, which allowed further interrogation of the quantitative findings of the study. This is because the leaders had slightly different opinions and explained the reasons why certain approaches to communication or talent management were adopted by them.

The team leaders all share the view that no one communication style is ideal for a team leader to use at all times, given that the team being led is made up of different people, interacting in the different situations under which the leader has to communicate. In terms of team support for the team leader, the interviewees indicated that this particular dimension of team effectiveness requires that a leader alternates between emphasizing authority and respectfully disagreeing with team members. The responses also indicated that team leaders have to be assertive in terms of being sensitively candid as well as respectively expressive if team members are going to trust each other and become committed to team goals. This is completely understandable because when a leader is either not candid, insensitively candid, or manipulatively candid on issues, an atmosphere of distrust will be created. In such an atmosphere of distrust, team members may also adopt any of the skewed forms of being candid when dealing with other team members. Therefore, it can be seen that the communication approach that enhances team effectiveness the most is assertive, which corroborates the quantitative finding that team

effectiveness is significantly improved by the assertive communication style. The team members and team leaders sampled in the study, believe that the assertive communication style has a significant effect on team effectiveness.

A similar response pattern was obtained for the talent management approaches, as the interviewees indicated that several approaches will bring about team effectiveness in different situations. They also affirmed that getting team members to be committed to team goals and objectives will most likely occur when the team leader adopts an approach that shows the team members that the leader is concerned about their personal and professional development. This is very much expected because team members will most likely increase their commitment to achieving team goals if the team leaders show interest in them personally and help them get better at their jobs.

DISCUSSION OF FINDINGS

Based on the qualitative and quantitative analysis of the research questions, several findings are made on how leadership communication style and talent management by leaders affect team effectiveness. These findings are discussed below with the findings of previous studies and relevant theories that explain some existing realities in the Nigerian banking sector.

Research Question One: What is the predominant style of leadership in Guaranty Trust Bank?

The study ascertained that the predominant style of leadership in the bank of study is the Transactional style of leadership, which was followed by the Transformational style of leadership. This is in tandem with the results of Mäkitalo (2017) who found that the transactional leadership style was the most predominant in the banking sector in France. However, Mäkitalo (2017) also obtained results that indicated that the transformational leadership style was the most predominant in Finland.

Further disaggregation of the data obtained from the field work shows that the most common dimension of Transactional leadership is 'Contingency Reward', which was followed by the 'Individualized Consideration' component of the Transformational leadership style. All the dimensions of Transformational and Transactional leadership exceed the 'critical value' of 3, indicating that team leaders in banks alternate between both leadership styles to get the results they desire out of their teams. This is in line with the Blake and Mouton Managerial Grid, which posits that Transformational and Transactional leadership styles are not mutually exclusive, as the leader can adopt both styles. This was corroborated by the interviews with the team leaders indicating the need to vary methods with people and situations, as it is appropriate. Transactional leadership emerging the predominant leadership style in the bank is completely expected because the leader-follower relationship in a bank is largely instituted as a structural feature, where there are rules and penalties for insubordinations or poor performance. Thus, most team leaders will

rather rely on their authority in many official situations to get the job done, rather than on some charismatic approach.

Research Question Two: Is there a significant effect of leaders' communication style on team effectiveness in GTB?

The findings of the study indicate that leadership communication style will have a significant effect on improving team effectiveness when the leader adopts an assertive communication style. The results suggest that the passive, aggressive, and passive-aggressive methods of communication on the part of a leader will not improve team effectiveness. This is in line with the assumptions of the Transformational Leadership Theory that recommends the use of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration to enhance team effectiveness. Furthermore, the results indicate that only the assertive communication style can bring about improved task completion, the commitment of team members to team goals, support for team leader, increased trust and confidence among teammates and increased team collaborations on work processes, which all lead to team effectiveness.

It is expected that the assertive communication style will improve team effectiveness given that leadership is primarily a communication-based activity, requiring that information flows between the team leader and members in a candid, clear, and sensitive manner. As many organizations, especially banks, now rely on teams to achieve stated goals, it is expected that the communication approach adopted by the team leaders will continue to determine if the teams will be effective in achieving their goals and targets.

Research Question Three: Is there a significant effect of leaders' talent management approaches on team effectiveness in GTB?

The study found that talent management approaches of team leaders have a significant effect on team effectiveness. All four approaches to talent management were found to have a significant effect on team effectiveness from the quantitative analysis. This was corroborated by the qualitative findings which affirmed that a team leader will have to employ different approaches depending on several factors such as individual differences in team members, job functions, and tasks.

The quantitative findings, however, indicate that the Strategic Pools approach will bring about the most improvement in team effectiveness. This is corroborated by the Blake and Mouton Managerial Grid, which shows that concern for people and tasks as a leadership style will inspire both teamwork and commitment on the part of the team members. Under the Strategic Pools approach to talent management, the leader contributes to the professional development of the team members, in line with the skills and knowledge requirements that the team and the organization.

Implications of the Study

This study is relevant in several respects. First, its relevance stems from contributing to a slim body of research on team effectiveness for Nigerian banks. In this regard, the study provides theoretical and empirical evidence on the implications of leadership styles on team effectiveness.

The significance of the study is also reinforced by its methodological approach in terms of operationalization of variables as well as use of ample statistical techniques to estimate the impact relationship investigated in the study. As such, the study does not follow the conventional adoption of the broad groupings of leadership styles, but investigates how specific elements of leadership behaviour in communication and talent management affect team effectiveness. The study does not rely on descriptive statistics, but also on inferential statistics, to measure the impact and significance of the impact of leadership styles of communication and talent management on team effectiveness. Thus, researchers interested in similar studies will find this work useful as a reference point for both theoretical and empirical information.

Finally, the result-based recommendations of the study underscore its significance. These recommendations will come in very handy for policy actors in Nigerian DMBs in designing its leadership development programs and team management practices. Individual bank staff in leadership capacities will also benefit from the study in terms of improved day-to-day interaction with team members of their task groups.

CONCLUSION

Team effectiveness is a multifactorial outcome. This study focused on the impact of leadership style on team effectiveness. The qualitative and quantitative results from the study indicate that how team leaders communicate and manage the talent of their team members has a significant effect on team effectiveness. However, the leader will have to determine which approach best fits the particular context where they operate. Ideally, the greatest team effectiveness will result when the leader is assertive in communication, to ensure task completion, team cohesion, improvement in skills, and efficiency of team members. The leader must also determine how best to manage the talent in the team to make the most of the team. The results lead to the conclusion that team leaders will improve the effectiveness of their team when their approach to talent management helps team members to improve professionally and personally.

The results of the study are in alignment with the postulations of both the Transformational leadership Theory and the Blake and Mouton Managerial Grid, which provided the theoretical anchorage for the investigation. In line with the empirical findings, the study makes the following recommendations:

1. The team leaders of banks should be periodically required to assess their leadership behaviors. In similar regard, the bank can carry out periodic surveys of staff perception of

leadership. The results of these surveys and self-assessments by leaders should be factored in when planning leadership development or training programs in the bank.

2. The leadership development programs for team leaders in the banking sector should lay a lot of emphasis on the communication skills of team leaders. This is relevant because the banking sector is one that involves a lot of customer interface. Thus, wrong communication styles on the part of team leaders can set the tone for wrong communication styles between team members and also how they ultimately communicate to bank customers. Therefore, a clear blueprint for communication between team leaders and their team members and other bank staffs, and all relevant stakeholders should be developed.

3. Team leaders should be involved more in the human resource practices of the banks, wherein team leaders are consulted to make recommendations on what qualities the firm should be looking for when hiring. This will go a long way to ensure that the hiring activities of the firm are in line with the talent needs as defined by the team leaders who have to work with employees to actualize the vision of the bank. In this regard, the bank should consult with team leaders on the talent needs of the groups, based on which the human resource department of the bank can make recruitments that meet the talent needs of bank teams.

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