The Relationship Between Leadership Effectiveness and Business Organizational Performance in The Selected Commercial Banks In South Sudan: A Case Study Of Alpha Bank And Kush Bank Juba, South Sudan

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DOI: 10.29322/IJSRP.15.09.2025.p16509
https://dx.doi.org/10.29322/IJSRP.15.09.2025.p16509

Paper Received Date: 19th July 2025
Paper Acceptance Date: 27th August 2025
Paper Publication Date: 6th September 2025

Abstract: This research paper examines the complex relationship between leadership effectiveness, employee morale, and financial performance in the banking industry. Based on survey responses from 96 participants, the study investigates how different leadership styles are perceived and their impact on employee morale, as well as the preferred leadership approaches for improving business results. The findings show a strong consensus that effective leadership is closely connected to higher employee morale. Although autocratic and bureaucratic styles may be effective in certain structured settings, charismatic and participative leadership are seen as especially valuable for their ability to motivate and engage staff. Additionally, collaborative and visionary leadership styles are identified as crucial for boosting performance in the banking sector. The paper concludes that strategically investing in the development of specific leadership skills, particularly those that foster engagement and collaboration, is essential for banks aiming to enhance employee morale, increase productivity, and achieve better financial outcomes.

Background of the Study

The relationship between leadership effectiveness and organizational performance is a fundamental aspect of management theory and practice, consistently emphasized across diverse industries and global contexts. Effective leadership is universally recognized as a key driver of organizational success, significantly impacting financial, operational, customer, and employee results (PLOS ONE, 2024; JEMI, 2024; ScienceDirect, 2025). Modern leadership models, such as transformational, agile, and inclusive leadership, have shown positive links with important organizational outcomes, including increased success, adaptability, and employee engagement. These styles are especially crucial in navigating today's rapidly changing, technology-driven business environment, a reality especially felt within the global banking sector. Meta-analytic reviews conducted since 2022 affirm strong, positive connections between effective leadership and performance indicators at individual, team, and organizational levels (JEMI, 2024; ScienceDirect, 2025). The post-pandemic period has heightened the challenges faced by global banking institutions, requiring leaders who are adaptable and perceptive. These challenges include accelerated digitalization, the need to meet Environmental, Social, and Governance (ESG) obligations, increased risk exposure, and rising customer expectations (Reuters, 2024). Banks that manage these pressures successfully are usually led by executives who promote strategic agility, sound risk management, and foster strong stakeholder trust, helping sustain financial performance and customer loyalty (JEMI, 2024; Reuters, 2024). The global financial environment is in constant flux, driven by technological progress, changing regulations, and society's growing demands for sustainability and ethical behavior. In this dynamic setting, leadership effectiveness has become an undeniable determinant of organizational success. This global need for effective leadership is equally important in the diverse and rapidly evolving African banking sector. As African economies increasingly integrate into global financial systems and adopt new technologies, the leadership's role in building resilience, encouraging innovation, and boosting profitability has become essential (SSBFNET, 2024; ScienceDirect, 2025). The sector is experiencing major changes, facing systemic risks, uneven tech adoption, and deeper integration into global financial networks. Research shows that effective leadership and good governance are vital not only for strengthening bank resilience but also for fostering innovation and enhancing profitability across the continent (Taylor & Francis Online, 2024; SSBFNET, 2024; ScienceDirect, 2025). Leadership styles like transformational and servant leadership, when applied appropriately, are linked with higher organizational performance and better customer satisfaction (ScienceDirect, 2025). Additionally, the effectiveness of corporate governance standards and board operations has become crucial in shaping performance outcomes in African banks (SSBFNET, 2024). Pan-African trends, such as climate-related financial risks and rising demand for ESG reporting, require forward-looking leadership that strategically incorporates sustainability into decision-making without hindering growth (KPMG, 2024; Reuters, 2024).

In East Africa, the banking sector generally remains profitable and well-capitalized, backed by ongoing digital transformation, modernization of payment systems, and improved risk management frameworks (Central Bank of Kenya, 2024; Bank of Tanzania, 2024). These developments highlight the importance of leadership capable of strategic execution, ensuring governance compliance, and driving operational excellence. Studies from countries like Kenya and Tanzania emphasize that leadership skills, especially in strategic planning, partnership building, and change management, significantly affect bank performance and competitiveness (Taylor & Francis Online, 2024; Central Bank of Kenya, 2024). Similarly, the Bank of Uganda's Financial Stability Report underscores the critical role of a disciplined risk culture and strong governance, which are closely linked to leadership effectiveness (Bank of Uganda, 2024). These regional successes demonstrate that effective leadership can promote stability and growth even amid changing market dynamics. However, applying these global and regional insights to all parts of Africa requires careful consideration.

The financial sector in South Sudan, for example, faces a vastly different operational environment. As a new and developing sector, it operates amidst significant macroeconomic instability, severe infrastructure gaps, and fragile regulatory systems (World Bank, 2025; IMF, 2024). The sector struggles with shallow financial intermediation, limited money market activity, and operational inefficiencies that hinder monetary policy transmission (World Bank, 2025). In such a challenging context, leadership effectiveness, especially in areas like strategy implementation, risk and liquidity management, internal controls, and talent development, becomes even more critical for organizational success (BTI, 2024; Research Publish, 2024).

Studies indicate that weak governance and poor leadership capacity in South Sudanese banks are linked to systemic vulnerabilities and low profitability (Research Publish, 2024). This suggests that while effective leadership is a universal need, its urgency and specific skill requirements are especially heightened in fragile settings. Despite this undeniable need, there is a notable lack of empirical research specifically examining the direct link between leadership effectiveness and organizational performance within South Sudanese commercial banks. While global and regional studies confirm this relationship, the unique complexities of South Sudan's post-conflict, fragile economy, along with evidence showing that weak governance and poor leadership correlate with systemic vulnerabilities and low profitability, highlight a significant gap. The existing literature has not sufficiently explored how leadership effectiveness directly influences performance in this fragile environment, especially in institutions such as Alpha Bank and Kush Bank (IMF, 2024; World Bank, 2025).

Research Objectives

i. To investigate how effective leadership impacts the performance of chosen commercial banks in South Sudan, focusing on Alpha Bank and Kush Bank.
ii. To evaluate the relationship between various leadership styles and essential performance metrics, including profitability, customer satisfaction, and employee productivity, within these banks.
iii. To identify the leadership practices and obstacles that influence organizational performance at Alpha Bank and Kush Bank in the context of the South Sudanese banking sector.

Problem Statement

Although the importance of effective leadership is widely acknowledged as a crucial factor in driving organizational success, its implications and results in fragile and emerging financial markets, such as South Sudan, have not been thoroughly explored (IMF, 2024; World Bank, 2025). Most research on the relationship between leadership and performance tends to concentrate on developed nations or more stable African countries like South Africa and Kenya (ScienceDirect, 2025; SSBFNET, 2024), creating a notable gap in understanding how leadership impacts performance in post-conflict settings. In South Sudan, commercial banks encounter numerous obstacles, including inadequate infrastructure, limited technological integration, inconsistent regulatory frameworks, and macroeconomic volatility (World Bank, 2025; BTI, 2024). These challenges compel bank leaders to prioritize operational efficiency, risk management, and profitability. Nevertheless, there is a lack of empirical data regarding the influence of leadership effectiveness on the performance of banks in South Sudan, prompting essential inquiries into the role of leadership in fostering sustainable banking outcomes in this precarious environment.

Rationale for the Study

This investigation, titled "The Interrelationship between Leadership Efficacy and Organizational Performance in Selected Commercial Banks within South Sudan: A Case Study of Alpha Bank and Kush Bank," holds considerable importance for several key reasons:

Advancement of Academic Theory: This research will significantly augment the existing scholarly discourse on leadership and organizational effectiveness. It offers novel empirical data specifically from South Sudan, a nation characterized by fragility and a post-conflict environment. A substantial portion of current literature scrutinizing leadership effectiveness and corporate performance predominantly originates from developed economies or more stable African nations like Kenya, Nigeria, and South Africa. By focusing on South Sudan, this inquiry addresses a notable void in knowledge, thereby expanding established leadership paradigms, such as Transformational Leadership Theory and Strategic Leadership Models, into an uncharted and under-examined geographical context.

Implications for Policy Formulation: The conclusions drawn from this study will serve as a crucial resource for regulatory bodies and policymakers, including the Bank of South Sudan and the Ministry of Finance and Planning. They will illuminate how the caliber of leadership influences the stability, profitability, and overall resilience of commercial banking institutions. In a country grappling with macroeconomic volatility, persistent inflationary pressures, and systemic challenges within its banking sector, evidence-based policy interventions, particularly those aimed at fostering leadership development and robust governance, are indispensable for invigorating the sector's health and safeguarding financial stability.

Practical Value for Financial Institutions: For Alpha Bank and Kush Bank specifically, this study will furnish actionable intelligence regarding precisely how leadership approaches, decision-making frameworks, and corporate governance structures collectively impact essential performance metrics. These include, but are not limited to, profitability, operational efficiency, and client satisfaction. Such insights will empower bank executives to institute targeted leadership development initiatives, fortify risk management protocols, and refine strategic planning processes, all of which are critical for competitive success within South Sudan's nascent yet challenging banking landscape.

Strengthening Leadership Capabilities: The findings will be highly beneficial to training organizations, professional associations, and human resource departments. They will delineate the specific competencies and behavioral traits that define effective leadership within South Sudan's unique banking environment. This information can then be leveraged to construct bespoke leadership capacity-building programs, structured mentorship frameworks, and advanced executive training sessions, all designed to cultivate improved governance, foster innovation, and embed ethical leadership practices throughout the financial sector.

Broader Societal and Economic Benefits: By enhancing leadership efficacy and, consequently, bank performance, this research indirectly contributes to greater economic stability, the generation of employment opportunities, and improved financial inclusion across South Sudan. Well-managed and robust banks are better positioned to expand access to credit, provide vital support to local enterprises, and bolster public confidence in the financial system, factors that are fundamental for a post-conflict nation's economic recovery and the overarching objective of poverty alleviation.

LITERATURE REVIEW

Leadership effectiveness is a critical determinant of organizational success in both stable and fragile economies. Effective leadership drives employee engagement, shapes organizational culture, and enhances business performance through strategic decision-making and operational excellence (Bass & Riggio, 2019; Yukl, 2020). In the banking sector, leadership plays an even more crucial role due to the dynamic nature of financial markets, regulatory demands, and technological innovations. Research consistently shows that effective leadership positively influences key performance indicators such as profitability, productivity, customer satisfaction, and innovation capability (Northouse, 2022; JEMI, 2024).This chapter reviews existing literature on leadership effectiveness and its relationship with organizational performance. It covers theoretical foundations, empirical studies, and conceptual perspectives to establish the basis for the study. Key theories underpinning this study include Transformational Leadership Theory, Path-Goal Theory, Leader-Member Exchange Theory, and Resource-Based View (RBV), which provide frameworks for understanding how leadership drives organizational outcomes.

THEORETICAL FRAMEWORK

The Great Man theory

The foundational "Great Man" theory posits that exceptional leaders are innately endowed with distinct, enduring characteristics that predispose them to guide and achieve remarkable outcomes (Carlyle, 1841/1897; Galton, 1869). This historical perspective underpins the modern "trait approach," which connects inherent leader attributes such as cognitive ability, drive, integrity, and self-confidence – directly to leadership efficacy and, consequently, organizational success (Northouse, 2021; Kirkpatrick & Locke, 1991). Particularly in volatile and rapidly evolving environments, like South Sudan's banking sector, these leadership traits become critically important for effectively managing risk, shaping organizational culture, and aligning teams towards strategic objectives like asset quality, liquidity, profitability, and exceptional service delivery. The core assumptions are that certain individuals possess inborn leadership qualities (Carlyle, 1841/1897; Galton, 1869), specific traits predict cross-contextual leadership effectiveness (Kirkpatrick & Locke, 1991), and these traits drive consistent behaviors that influence firm performance (Northouse, 2021). Furthermore, while context is acknowledged, meta-analytic evidence indicates a robust link between personality traits and leadership outcomes, suggesting their significant impact in high-stakes banking situations (Judge et al., 2002). Our framework categorizes leader traits as key independent variables, emphasizing aspects like cognitive ability/expertise (encompassing banking knowledge and analytical reasoning), drive (including achievement motivation, initiative, and persistence), integrity/honesty (ethical conduct and adherence to rules), self-confidence/emotional stability, and extraversion/social influence (crucial for stakeholder persuasion and client trust) (Northouse, 2021; Kirkpatrick & Locke, 1991; Judge et al., 2002). These traits are hypothesized to influence leadership effectiveness, acting as mediating variables, which is manifested through superior strategic decision quality (e.g., credit choices, portfolio management), execution discipline (process reliability, compliance), culture shaping (fostering service orientation, accountability), and positive follower outcomes (engagement, coordination, role clarity) (Stogdill, 1948/1974; Northouse, 2021). Ultimately, these translate into dependent variables representing organizational performance in banks, including financial indicators (ROA/ROE, cost-to-income, NPL ratio), market and customer metrics (deposit growth, market share, service quality), and operational/people measures (process efficiency, error rates, staff productivity) (Magasi, 2022; Ojie-Eri & Okosun, 2023; Stratford Journals study, 2022). These relationships are moderated by the unique complexities of the South Sudanese banking context, such as institutional fragility, regulatory flux, liquidity and foreign exchange pressures, talent scarcity, and technological volatility. Such conditions are expected to amplify the practical utility of traits like decisiveness, integrity, and expertise, directly influencing their translation into performance at institutions like Alpha Bank and Kush Bank. Proposed mechanisms linking traits to bank performance include risk governance (integrity/expertise reduce NPLs), signal and trust (self-confidence/integrity enhance deposit stability), execution and resilience (drive/emotional stability improve cost-to-income under volatility), and culture/human capital (extraversion/credibility boost staff productivity and reduce errors) (Kirkpatrick & Locke, 1991; Judge et al., 2002; Ojie-Eri & Okosun, 2023; Stratford Journals, 2022). Based on this framework, several testable propositions are formed for Alpha Bank and Kush Bank. H1 suggests a positive correlation between leader cognitive ability and integrity and leadership effectiveness (decision quality, compliance readiness) among management. H2 posits that leadership effectiveness will positively associate with both financial performance (higher ROA/ROE, lower NPLs) and operational performance (reduced error rates, improved cost-to-income). H3 proposes that leadership effectiveness mediates the connection between leader traits (drive, self-confidence, integrity, extraversion) and organizational performance outcomes. H4 predicts that the trait–performance relationship will be more pronounced during periods of heightened environmental uncertainty, a characteristic feature of South Sudan's banking landscape.

Finally, H5 hypothesizes that leaders demonstrating high extraversion and integrity will indirectly enhance customer satisfaction and retention by fostering a stronger service culture and building trust (Kirkpatrick & Locke, 1991; Judge et al., 2002; Ojie-Eri & Okosun, 2023; Stratford Journals, 2022). For the case study, this implies profiling leader traits across various management levels at both banks, mapping these traits to process indicators (e.g., credit approval times, audit findings) and key performance indicators (e.g., NPL%, ROA/ROE, customer churn). Furthermore, the study should examine moderating factors such as regulatory changes or liquidity crises to determine if volatile periods indeed magnify the effects of leader traits, and compare the banks to ascertain if differences in leader trait configurations contribute to observed performance discrepancies.

Path-Goal Theory: Path-Goal Theory, developed by **House (1971)**, posits that effective leaders clarify the path to achieving goals and provide necessary support to ensure success. Leaders adopt different styles, directive, supportive, participative, or achievement-oriented, depending on the situation (Northouse, 2022). In the banking sector, this theory is relevant because leaders must adapt to dynamic regulatory environments, customer needs, and technological advancements to maintain performance.

Leader-Member Exchange (LMX) Theory: LMX theory emphasizes the quality of relationships between leaders and subordinates (Graen & Uhl-Bien, 1995). High-quality exchanges result in trust, mutual respect, and loyalty, leading to higher job satisfaction, commitment, and organizational performance. In fragile economies like South Sudan, where resources and systems are constrained, strong leader-member relationships can be crucial for maintaining operational efficiency and performance (Yukl, 2020).

2.3. Relationship Between Leadership Effectiveness and Organizational Performance

Empirical studies consistently demonstrate a positive and significant relationship between leadership effectiveness and organizational performance across industries (PLOS ONE, 2024; JEMI, 2024). Leadership effectiveness influences performance through improved employee engagement, innovation, risk management, and customer satisfaction. In the banking sector, effective leadership ensures compliance, service quality, operational resilience, and profitability (KPMG, 2024; ScienceDirect, 2025). Recent meta-analyses reveal that transformational leadership is strongly associated with enhanced performance metrics, including financial outcomes, organizational adaptability, and strategic execution (Bass & Riggio, 2019; Northouse, 2022). Similarly, transactional and servant leadership styles also contribute to specific performance aspects, though their impact varies depending on organizational context (SSBFNET, 2024).

In fragile and post-conflict economies like South Sudan, the role of leadership effectiveness becomes even more critical. Poor governance, unstable macroeconomic conditions, and limited institutional capacity amplify the importance of strong leadership for sustaining organizational performance (World Bank, 2025; IMF, 2024). Alpha Bank and Kush Bank, being among the leading commercial banks in South Sudan, rely heavily on leadership strategies to navigate systemic challenges and achieve profitability and operational excellence.

METHODOLOGY

The study employed a mixed-method approach, integrating both qualitative and quantitative strategies, specifically utilizing descriptive and correlational research designs. The descriptive design was crucial for characterizing leadership practices within the banking sector, while the correlational design measured the strength and direction of the relationship between leadership effectiveness and organizational performance (Creswell & Creswell, 2023; Saunders et al., 2019). The target population comprised 125 employees drawn from managerial, supervisory, and operational levels of Alpha Bank and Kush Bank in Juba, South Sudan. These banks were strategically selected due to their significant market share and customer base, making them representative of the formal banking sector (World Bank, 2025; BTI, 2024). Their operational diversity, leadership changes, and willingness to cooperate provided a robust context for examining leadership effectiveness in a fragile economy (Research Publish, 2024; IMF, 2024; KPMG, 2024; Sekaran & Bougie, 2023). A sample size of 96 respondents was determined using Cochran's formula (1977) for finite population correction, ensuring representativeness (Israel, 2019). Stratified sampling was then applied to ensure adequate representation across different hierarchical levels within the banks. Primary data were collected through structured questionnaires, developed and validated to assess leadership effectiveness dimensions (e.g., transformational, transactional, servant leadership) and organizational performance indicators (financial and non-financial). A five-point Likert scale was used to capture respondents' perceptions (Sekaran & Bougie, 2023). Secondary data from published reports and policy documents complemented and validated these primary findings (Kothari, 2014; Creswell & Creswell, 2023). Collected data were coded and analyzed using Statistical Package for Social Sciences (SPSS) version 26. Descriptive statistics (means, frequencies, standard deviations) summarized the data, while Pearson's correlation coefficient and multiple regression analysis explored the relationship between leadership effectiveness and organizational performance (Field, 2021).

DATA ANALYSIS AND INTERPRETATION

Table 4.1. Gender of Respondent

Gender	Frequency	Valid Percent

Male	62.0	64.6
Female	34.0	35.4
Total	**96.0**	**100.0**

Source: Primary Data 2025

The table presents data on the gender distribution of respondents in this study. There were 62 male respondents and 34 female respondents. This indicates that the study had 96 participants. 64.6% of the total respondents are male. 35.4% of the total respondents are female. All respondents are accounted for. In Summary, the majority of the respondents are male, comprising 64.6%, while females make up 35.4%. The study reflects a higher participation rate of males compared to females, which may be relevant for understanding the demographics of the study population. Further analysis could investigate the implications of this gender distribution on the study's findings or conclusions.

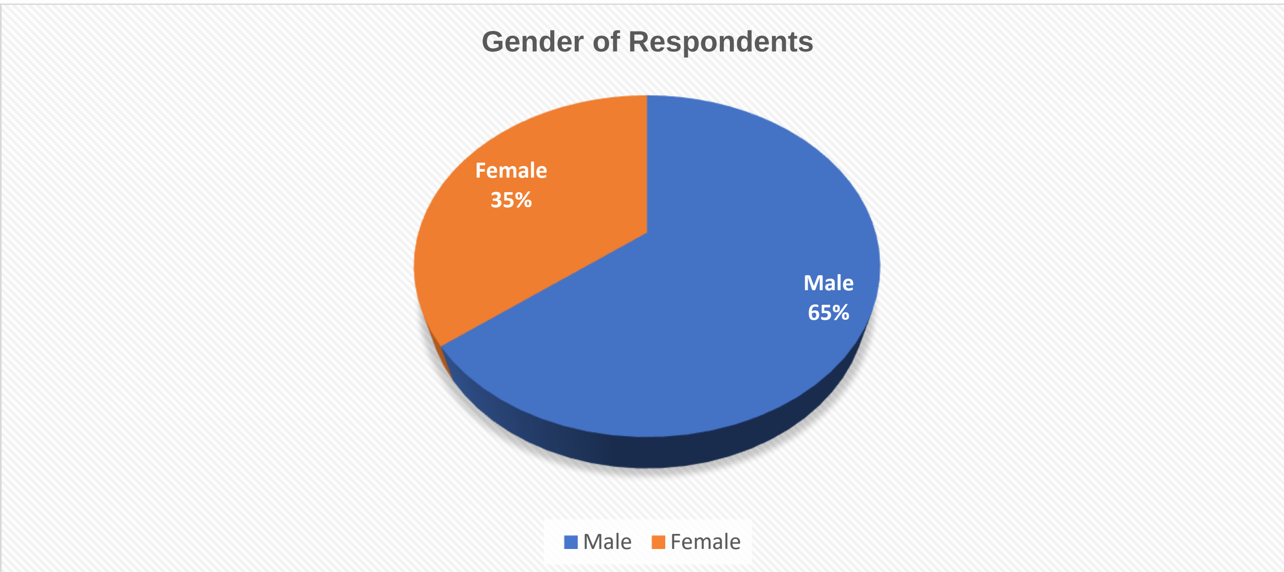

Table 4.2 Age Bracket

Age Bracket	Frequency	Valid Percent
25 – 30	39	40.6
31 – 40	44	45.8
41 – 50	12	12.5
51 – 60	1	1.0
Total	96	100.0

Source: Primary Data 2025

Result of the Analysis – Table 4.2: Age Bracket The analysis of Table 4.2 shows that the study included 96 respondents across four age categories. 31–40 years accounted for the largest proportion with 45.8% (n = 44), followed by 25–30 years with 40.6% (n = 39). The age group 41–50 years represented 12.5% (n = 12), while 51–60 years had the least representation at 1.0% (n = 1). In total, 86.4% of respondents were between 25 and 40 years, indicating a dominance of young to mid-career professionals in the sample. The minimal representation of older respondents (1.0% above 50 years) suggests limited perspectives from senior professionals. This age distribution implies that most views in this study are influenced by younger and mid-career individuals, which could affect attitudes toward innovation, technology adoption, leadership practices, and organizational performance, while limiting insights from traditional approaches associated with longer experience.

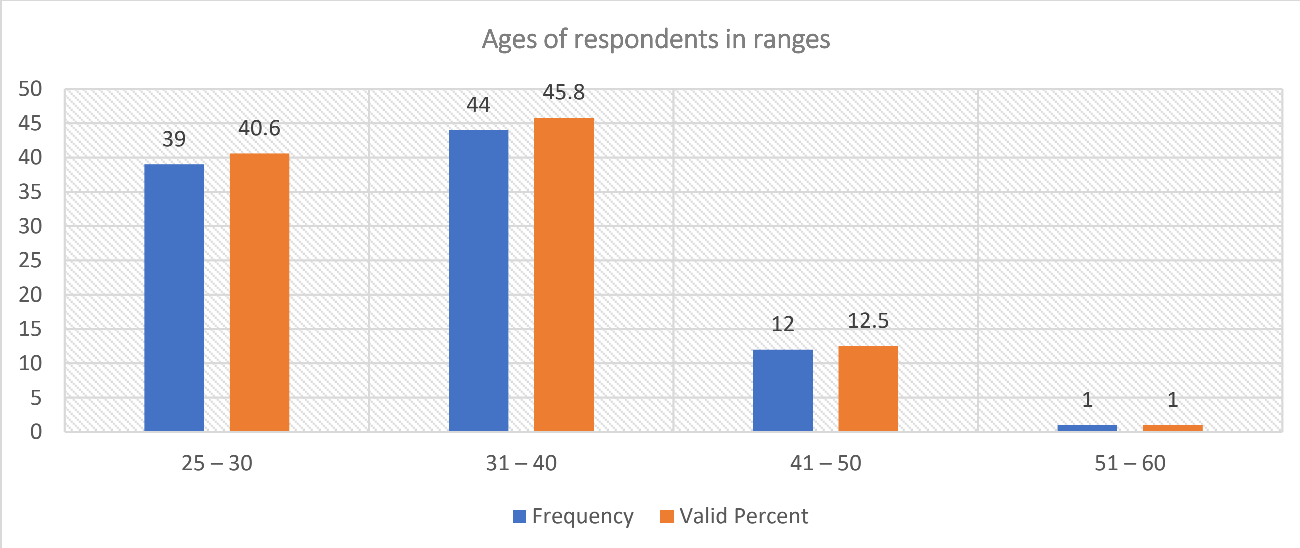

Table 4.3.Table 4.3: Marital Status of Respondents

		Frequency	Valid Percent
Valid	Married	55	57.3
	Not Married	41	42.7
	Total	96	100.0

Source: Primary Data; 2024.

The analysis of Table 4.3 indicates that out of 96 respondents, 57.3% (n = 55) are married, while 42.7% (n = 41) are not married. This shows that the majority of respondents are married, representing over half of the study population. The distribution reflects a higher proportion of married individuals compared to those who are single, which may have implications for understanding the respondents' perspectives, responsibilities, and decision-making behaviors within the study context.

Table 4.4. Level of Education

Qualifications	Frequency	Valid Percent
Postgraduate Diploma	68	70.8
Bachelor Degree	19	19.8
Master Degree	8	8.3
PhD	1	1.0
Total	96	100.0

Source: Primary Data 2025

Analysis Results Table 4.4: Educational Attainment Table 4.4 reveals that the study surveyed 96 participants with diverse educational backgrounds. A significant portion, 70.8% (n = 68), possess a Bachelor's degree, while 19.8% (n = 19) have obtained a Postgraduate Diploma. Additionally, 8.3% (n = 8) hold a Master's degree, and a mere 1.0% (n = 1) has achieved a PhD. This distribution highlights that the majority of respondents are degree holders, indicating a generally educated demographic. The substantial number of individuals with Bachelor's degrees and some form of postgraduate education suggests that the participants likely have professional expertise and analytical skills, which could shape their views on the research variables.

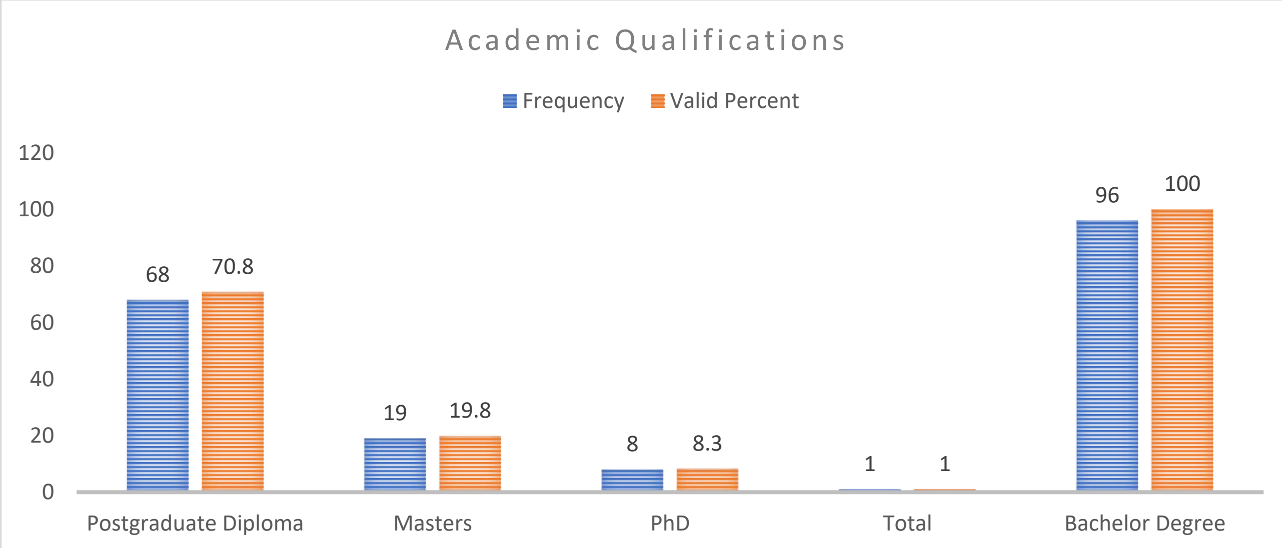

Table 4.5 Agency

Agency	Frequency	Valid Percent
Kush Bank	63	65.6
Alpha Bank	33	34.4
Total	96	100.0

Source: Primary Data 2025

Analysis Results Table 4.5. The examination of Table 4.5 reveals that among the 96 participants, 65.6% (n = 63) are linked to Kush Bank, whereas 34.4% (n = 33) are connected to Alpha Bank. This indicates that most respondents are from Kush Bank, accounting for nearly two-thirds of the total sample. The distribution of agency suggests that the findings may predominantly reflect the views and practices of employees from Kush Bank, as opposed to those from Alpha Bank. This aspect should be considered when interpreting the results and drawing broader conclusions from the study.

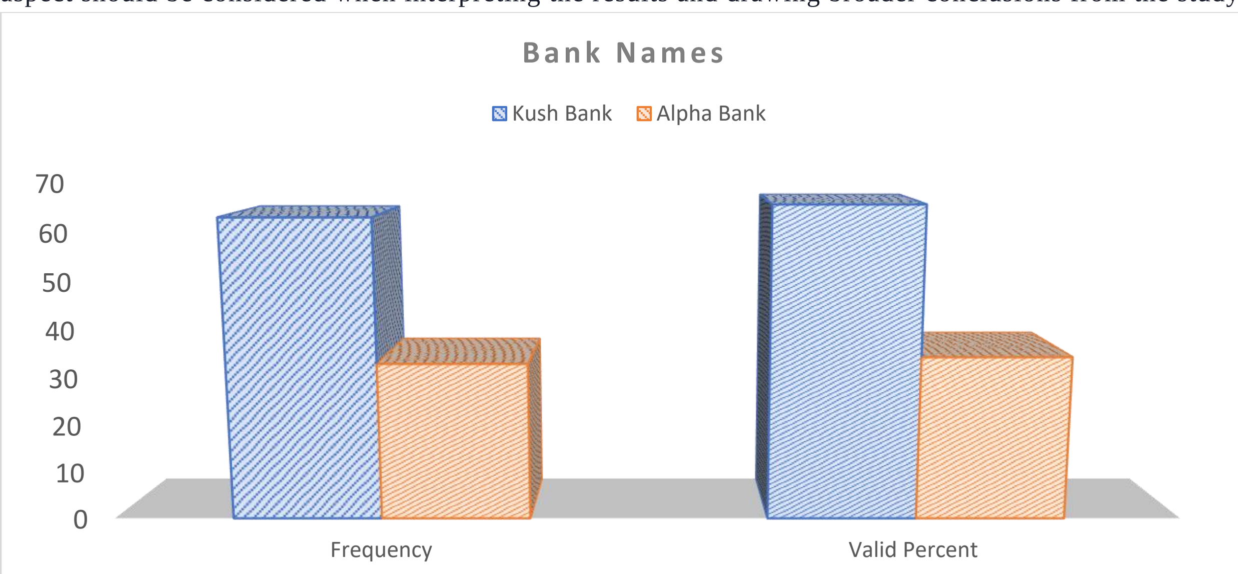

Table 4.6. Work Experience

Work Experience	Frequency	Valid Percent
1 – 5	51	53.1

6 – 10	26	27.1
11 – 15	10	10.4
16 – 20	4	4.2
More than 21 Years	5	5.2
Total	**96**	**100.0**

Source: Primary Data 2025

The table provides data on the work experience of respondents in the study. The table provides data on the work experience of respondents in this study. 53.1% of the respondents have 1 to 5 years of work experience, 27.1% of the respondents have 6 to 10 years of work experience, 10.4% of the respondents have 11 to 15 years of work experience, 4.2% of the respondents have 16 to 20 years of work experience and 5.2% of respondents have more than 21 years of work experience. The majority of respondents (53.1%) have 1 to 5 years of work experience, followed by those with 6 to 10 years (27.1%). Fewer respondents have 11 to 15 years (10.4%), 16 to 20 years (4.2%), or more than 21 years (5.2%). There are no missing values in the data, as indicated by the valid percentages matching the total percentages.The work experience distribution indicates a predominance of respondents with relatively low experience (1 to 5 years), suggesting a younger workforce or recent entrants into the field. This demographic information may be relevant for understanding the insights and perspectives of the study population from which the sample of ninety-six (96) was drawn.

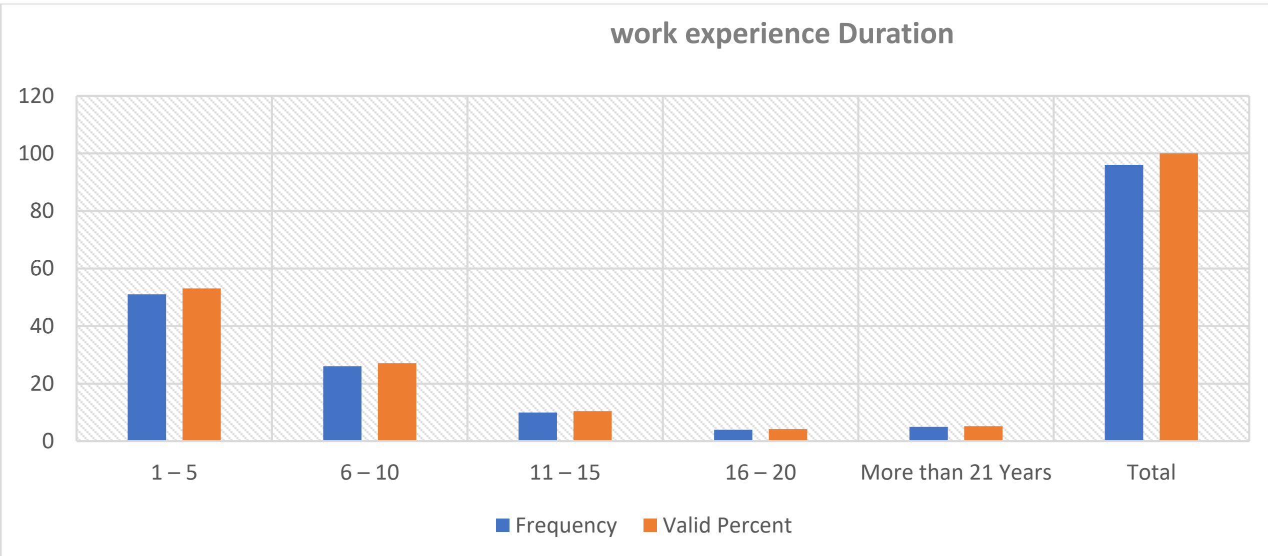

Table 4.7. Staff Status

		Frequency	Valid Percent
Valid	Junior	46	47.9
	Supervisor	21	21.9
	Middle Manager	19	19.8
	Senior Management	10	10.4
	Total	96	100.0

Source: Primary Data 2025

The table provides data on the staff status of respondents in the study. This indicates that the survey included a total of 96 participants. 47.9% of the respondents are in junior positions, 21.9% of the respondents are supervisors, 19.8% of the respondents are middle managers and 10.4% of respondents are in senior management. The majority of respondents (47.9%) hold junior positions, followed by supervisors (21.9%). A smaller percentage are middle managers (19.8%) and even fewer are in senior management (10.4%). There are no missing values in the data, as indicated by the valid percentages matching the total percentages.The staff status distribution indicates a significant presence of junior-level employees, suggesting a workforce that may be relatively inexperienced or in the early stages of their careers. This demographic information could be crucial for understanding the dynamics and insights of the study population. Further analysis might explore how staff status impacts the survey's findings or conclusions.

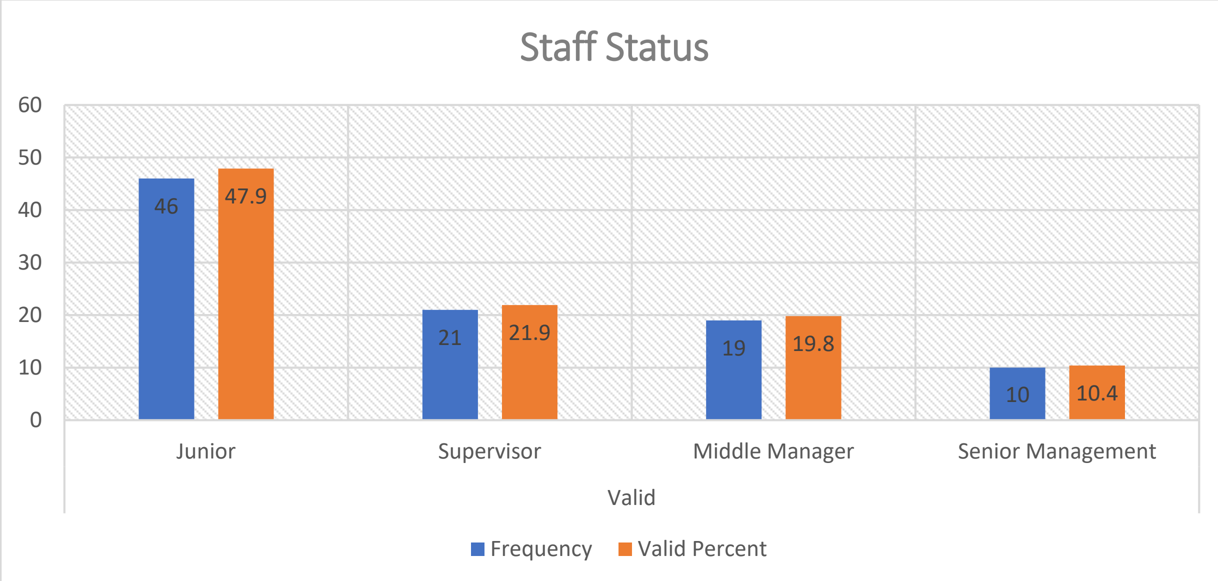

Table 4.8. The duration you have worked for this Bank

The duration you have worked for this Bank	Frequency	Valid Percent
1 - 3 Years	54	56.3
4 - 8 Years	27	28.1
9 - 14 Years	14	14.6
20 Years and Above	1	1.0
Total	96	100.0

Source: Primary Data 2025

The analysis of Table 4.8 shows that out of 96 respondents, 56.3% (n = 54) have worked in the bank for 1–3 years, 28.1% (n = 27) for 4–8 years, 14.6% (n = 14) for 9–14 years, and only 1.0% (n = 1) for 20 years or more. This distribution indicates that the majority of employees are relatively new, with more than half of the respondents having less than three years of experience. According to Armstrong (2014), workforce tenure influences organizational knowledge, performance consistency, and adaptability to change. The predominance of employees with short service durations suggests a dynamic workforce that may be more open to innovation and transformational leadership practices, but could also present challenges in terms of institutional memory and retention. Conversely, the very low proportion of respondents with 15 years or more of experience implies limited long-term expertise, which may affect stability and continuity in organizational culture. This pattern aligns with Dessler (2017), who notes that organizations with younger tenure profiles tend to emphasize continuous training and development to enhance performance. Therefore, the findings indicate a workforce dominated by employees with short to moderate experience, which could impact leadership effectiveness, decision-making, and organizational performance in the studied banks.

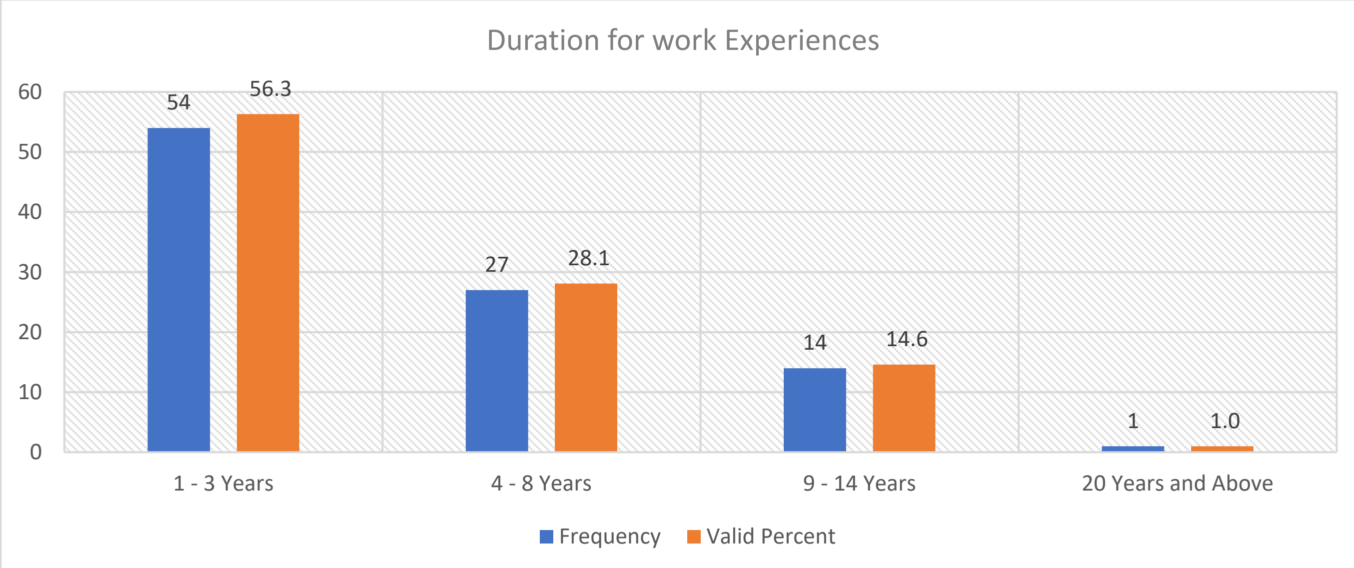

Table 4.9. Bank's Departments

Bank's Departments	Frequency	Valid Percent
Finance	18	18.8
Reception	27	28.1
Account	14	14.6
Customer Care	11	11.5
Operation	26	27.1
Total	96	100.0

Source: Primary Data 2025

Result of the Analysis table 4.8: Duration Worked in the Bank The analysis of Table 4.8 reveals that out of 96 respondents, 56.3% (n = 54) have worked in the bank for 1–3 years, 28.1% (n = 27) for 4–8 years, 14.6% (n = 14) for 9–14 years, and only 1.0% (n = 1) for 20 years or more. This indicates that a majority of employees have relatively short tenure, with more than half having worked for less than three years. According to Armstrong (2014), employee tenure significantly influences organizational knowledge, performance stability, and adaptability to change. The predominance of short service duration suggests a dynamic workforce that may be more receptive to innovation and transformational leadership, but it could also pose challenges such as high turnover and limited institutional memory. Conversely, the very small proportion of long-tenured employees implies restricted continuity and depth of experience, which may affect leadership succession and strategic consistency. This finding is consistent with Dessler (2017), who asserts that organizations with younger tenure profiles often require continuous training and development programs to maintain performance and reduce retention risks. Therefore, the tenure distribution in this study suggests that leadership strategies should focus on capacity building, engagement, and knowledge retention mechanisms to optimize organizational performance.

The relationship between leadership effectiveness and financial outcomes is significant in Banking

Table 4.1. There is a direct correlation between effective leadership and high employee morale in your bank.

		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	7	7.3
	Disagree (D)	8	8.3
	Neutral (N)	10	10.4
	Agree (A)	53	55.2
	Strongly Agree (SA)	18	18.8
	Total	96	100.0

Source: Primary Data 2025

The examination of Table 4.1 reveals that among the 96 participants surveyed, 7.3% (n = 7) strongly disagreed, 8.3% (n = 8) disagreed, 10.4% (n = 10) remained neutral, while a substantial 55.2% (n = 53) agreed, and 18.8% (n = 18) strongly agreed that there is a clear link between effective leadership and elevated employee morale within their bank. A notable 74.0% of respondents either agreed (55.2%) or strongly agreed (18.8%), indicating robust support for the notion that effective leadership has a positive impact on employee morale. In contrast, only 15.6% (the combined total of those who strongly disagreed and disagreed) voiced any dissent, reflecting a relatively low degree of skepticism, while 10.4% chose to remain neutral, hinting at some uncertainty. This distribution suggests that the majority of employees view effective leadership as a crucial element in sustaining or enhancing morale in the banking sector. These results align with established leadership theories, such as those proposed by Bass and Riggio (2006), which assert that transformational leadership promotes employee satisfaction and engagement. Consequently, banks seeking to boost workforce motivation and productivity should focus on developing their leadership capabilities.

Table.4.2.How would you rate the effectiveness of Autocratic leadership in your organization?

		Frequency	Valid Percent
Valid	Very Ineffective	5	5.2
	Ineffective	10	10.4
	Neutral	21	21.9
	Effective	42	43.8
	Very Effective	18	18.8
	Total	96	100.0

Source: Primary Data 2025

Result of the Analysis – Table 4.2: Effectiveness of Autocratic Leadership in the Organization

The analysis of Table 4.2 reveals that out of 96 respondents, 5.2% (n = 5) rated autocratic leadership as very ineffective, 10.4% (n = 10) as ineffective, 21.9% (n = 21) as neutral, 43.8% (n = 42) as effective, and 18.8% (n = 18) as very effective. A significant majority (62.6%) rated autocratic leadership as either effective (43.8%) or very effective (18.8%), indicating a generally positive perception of this leadership style. Only 15.6% viewed it as ineffective or very ineffective, reflecting a relatively low level of disapproval. Additionally, 21.9% expressed neutrality, suggesting some uncertainty or mixed feelings about its impact. This suggests that autocratic leadership is widely seen as beneficial within the organization, possibly because of its ability to enforce discipline, give clear directives, and maintain control in structured environments. According to Lussier and Achua (2016), autocratic leadership can be effective in situations that require quick decision-making or strict rule enforcement, which may explain the positive perception found in this study. However, the presence of neutrality and some negative responses indicates that its effectiveness might depend on the context, task complexity, and employee expectations.

Table 4.3.How do you perceive the effectiveness of Bureaucratic leadership within your organization?

		Frequency	Valid Percent
Valid	Very Ineffective	5	5.2
	Ineffective	10	10.4
	Neutral	17	17.7
	Effective	43	44.8
	Very Effective	21	21.9
	Total	96	100.0

Source: Primary Data 2025

Result of the Analysis – Table 4.3: Effectiveness of Bureaucratic Leadership in the Organization The analysis of Table 4.3 shows that out of 96 respondents, 5.2% (n = 5) rated bureaucratic leadership as very ineffective, 10.4% (n = 10) as ineffective, 17.7% (n = 17) as neutral, 44.8% (n = 43) as effective, and 21.9% (n = 21) as very effective. A majority of respondents (66.7%) perceive bureaucratic leadership as either effective or very effective, reflecting a generally positive assessment of this leadership style. Only 15.6% viewed it as ineffective or very ineffective, while 17.7% remained neutral, indicating some uncertainty or ambivalence. This suggests that bureaucratic leadership is largely seen as beneficial within the organization, likely due to its emphasis on rules, procedures, and structured decision-making, which can enhance consistency and accountability. According to Lussier and Achua (2016), bureaucratic leadership is effective in organizations requiring standardized operations and adherence to formal policies, which aligns with the positive perception observed in this study. However, the presence of neutral and negative responses indicates that its effectiveness may depend on context, flexibility, and employee expectations.

Table 4.4. What is your opinion on the effectiveness of charismatic leadership?

		Frequency	Valid Percent
Valid	Very Ineffective	3	3.1
	Ineffective	5	5.2
	Neutral	9	9.4
	Effective	49	51.0
	Very Effective	30	31.3
	Total	96	100.0

Source: Primary Data; 2025

The analysis of Table 4.4 shows that among 96 respondents, 3.1% (n = 3) rated charismatic leadership as very ineffective, 5.2% (n = 5) as ineffective, 9.4% (n = 9) as neutral, 51.0% (n = 49) as effective, and 31.3% (n = 30) as very effective. A significant majority (82.3%) perceives charismatic leadership as either effective or very effective, indicating a highly positive perception of this leadership style. Only 8.3% viewed it as ineffective or very ineffective, while 9.4% remained neutral, suggesting minimal uncertainty or ambivalence. These results imply that charismatic leadership is highly valued within the organization, likely because of its ability to inspire, motivate, and engage employees. According to Bass and Riggio (2006), charismatic leaders enhance employee commitment and performance by demonstrating confidence, vision, and personal influence, which aligns with the overwhelmingly positive responses observed in this study. The findings suggest that organizations may benefit from promoting and developing charismatic leadership traits to strengthen motivation, teamwork, and overall organizational performance.

Table 4.5.How effective do you find Participative Leadership in the decision-making process?

		Frequency	Valid Percent
Valid	Very Ineffective	2	2.1
	Ineffective	8	8.3
	Neutral	5	5.2
	Effective	50	52.1
	Very Effective	31	32.3
	Total	96	100.0

Source: Primary Data 2025

Result of the Analysis Table 4.5: Effectiveness of Participative Leadership in Decision-Making The analysis of Table 4.5 shows that out of 96 respondents, 2.1% (n = 2) rated participative leadership as very ineffective, 8.3% (n = 8) as ineffective, 5.2% (n = 5) as neutral, 52.1% (n = 50) as effective, and 32.3% (n = 31) as very effective. A significant majority (84.4%) perceives participative leadership as either effective or very effective, reflecting a highly positive view of this leadership style in the decision-making process. Only 10.4% rated it as ineffective or very ineffective, and a small proportion (5.2%) were neutral, indicating minimal uncertainty or ambivalence. These findings suggest that participative leadership is strongly valued within the organization, likely due to its ability to involve employees in decision-making, promote collaboration, and enhance commitment to organizational goals. According to Lewin, Lippitt, and White (1939), participative leadership fosters engagement and ownership, which aligns with the overwhelmingly positive responses observed. The results indicate that organizations implementing participative leadership can benefit from improved decision quality, employee morale, and overall organizational performance.

Table 4.6.To what extent do you believe Laissez-Faire Leadership is effective in your organization

		Frequency	Valid Percent
Valid	Very Ineffective	4	4.2
	Ineffective	10	10.4
	Neutral	17	17.7
	Effective	39	40.6
	Very Effective	26	27.1
	Total	96	100.0

Source: Primary Data 2025

The analysis of Table 4.6 shows that among 96 respondents, 4.2% (n = 4) rated laissez-faire leadership as very ineffective, 10.4% (n = 10) as ineffective, 17.7% (n = 17) as neutral, 40.6% (n = 39) as effective, and 27.1% (n = 26) as very effective. A majority of respondents (67.7%) perceive laissez-faire leadership as either effective or very effective, indicating a generally positive perception of this leadership style within the organization. Only 14.6% viewed it as ineffective or very ineffective, while 17.7% were neutral, suggesting some uncertainty or ambivalence about its overall effectiveness. These results imply that laissez-faire leadership is appreciated in contexts where employee autonomy, self-direction, and independent decision-making are valued. According to Lussier and Achua (2016), laissez-faire leadership can be effective when employees are skilled, motivated, and capable of working without close supervision. The positive perception in this study suggests that employees may benefit from flexibility and freedom to make decisions, which can enhance creativity, job satisfaction, and organizational performance. However, the neutral and negative responses indicate that this style may not be equally effective in all situations, particularly where guidance or structure is required.

Table 4.7.Leadership Effectiveness Pattern to improve Banking Business Performance

		Frequency	Valid Percent
Valid	Visionary	28	29.2
	Collaborative	47	49.0
	Adaptability and Resilience	17	17.7
	Promote Transparency	1	1.0
	Customer-Centric Approach	3	3.1
	Total	96	100.0

Source: Primary Data 2025

Result of the Analysis Table 4.7: Leadership Effectiveness Patterns to Improve Banking Business Performance The analysis of Table 4.7 shows that out of 96 respondents, 49.0% (n = 47) recommended collaborative leadership as the most effective pattern for improving banking business performance, 29.2% (n = 28) suggested visionary leadership, 17.7% (n = 17) identified adaptability and resilience, 3.1% (n = 3) recommended a customer-centric approach, and only 1.0% (n = 1) highlighted promoting transparency. The findings indicate that collaborative leadership is viewed as the most important approach by nearly half of the respondents, emphasizing the value of teamwork, shared decision-making, and collective problem-solving in enhancing organizational performance. Visionary leadership also received notable support, suggesting that setting a clear direction and inspiring employees is considered critical. Adaptability and resilience were recognized by some respondents, highlighting the need for flexibility in response to changing banking environments. In contrast, promoting transparency and a customer-centric approach were less frequently prioritized, suggesting they are seen as secondary considerations. Overall, the data suggests that for improving banking business performance, the majority of respondents favor leadership styles that foster collaboration and shared vision, while flexibility and customer focus are acknowledged but less emphasized. These insights could guide banks in designing leadership development programs that align with employee perceptions of effective leadership strategies.

Inconclusions

The findings of this study indicate a strong and positive relationship between leadership effectiveness and financial outcomes in the banking sector. Analysis of Table 4.1 shows that a substantial majority of respondents (74.0%) agreed or strongly agreed that effective leadership significantly influences employee morale. This suggests that leadership is a crucial determinant of workforce motivation, engagement, and productivity, which are directly linked to improved organizational performance and financial results. The results support the notion that transformational and other effective leadership approaches play a pivotal role in shaping employee attitudes and behaviors, ultimately contributing to business success. The study further highlights that various leadership styles are perceived differently in terms of their effectiveness within banks. Tables 4.2 to 4.6 show that charismatic (82.3%), participative (84.4%), and collaborative leadership patterns (49.0%) are the most positively rated styles, while autocratic and bureaucratic leadership also received moderate approval. Laissez-faire leadership, although slightly less dominant (67.7%), is appreciated for contexts that allow autonomy and flexibility. These findings indicate that leadership effectiveness in banking is multidimensional, with employees valuing approaches that promote participation, motivation, vision, and collaboration over rigid hierarchical control.

Finally, the study underscores that specific leadership effectiveness patterns, such as collaborative and visionary approaches, are widely recommended by respondents to improve banking business performance (Table 4.7). The emphasis on shared decision-making, adaptability, and a clear vision suggests that banks seeking sustainable growth should focus on developing leaders capable of fostering teamwork, resilience, and strategic foresight. While transparency and customer-centric approaches were less frequently cited, they remain important complementary considerations in comprehensive leadership strategies.

Recommendations

Enhance Leadership Development Programs: Banks should invest in training programs that cultivate transformational, participative, and charismatic leadership skills among managers to boost employee morale, engagement, and financial performance. Promote Collaborative Leadership Practices: Organizations should encourage teamwork, joint problem-solving, and shared decision-making, as collaborative leadership was the most recommended style for improving business performance.

Adopt Flexible Leadership Approaches: Leaders should be trained to balance structured approaches like bureaucratic leadership with adaptive styles such as laissez-faire, allowing employees autonomy where appropriate to foster innovation and responsiveness.

Strengthen Visionary Leadership: Banks should develop leaders capable of setting a clear strategic direction, inspiring employees, and aligning team objectives with organizational goals, as visionary leadership has received significant support.

Integrate Customer-Centric and Transparent Practices: Although less prioritized, transparency and customer-focused approaches should be incorporated into leadership strategies to ensure accountability and enhance service quality, supporting long-term performance.

Continuous Assessment and Feedback: Regular surveys and performance evaluations should be conducted to monitor the effectiveness of leadership practices and their impact on employee morale, organizational culture, and financial outcomes.

Areas for Further Studies

Investigate the role of transformational and servant leadership styles in promoting organizational resilience compared to transactional leadership in fragile economic settings like South Sudan.

Examine the impact of digital leadership and technological adoption on leadership effectiveness and banking performance in the era of financial digitization.

Conduct cross-country comparative studies within East Africa to identify regional trends, similarities, and differences in leadership effectiveness and banking performance.

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