

IDENTITY AND APPROACHES TO APPLIED BUSINESS RESEARCH

INITIAL RESEARCH PROPOSAL

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THE EMERGENCE OF SERVANT LEADERSHIP STYLE IN NIGERIAN FINANCE SECTOR

- **Background**

- The concept of a servant leader was first put forward by Greenleaf (2008), who suggested that to be effective, a leader should serve the interests of others.
- Since the development of the initial construct, others have argued that servant leaders can positively impact those in their organisation, through demonstration of specific traits (Hunter et al, 2013; Liden et al, 2008; Schaubroeck et al, 2011).
- The approach according to Nanjundeswaraswamy & Swamy (2014) is an evolution of the transformational approach, recognising the importance of a democratic foundation to leadership, focusing on individual follower's well-being, interaction, and development of trust (Spears, 2010).

LEADERSHIP PHILOSOPHY

- leadership philosophy addressing the concerns of ethics (Carter and Baghurst, 2014)
- servant leadership links leadership to ethics, virtues, and morality (Lanctot and Irving, 2010; Parris and Peachey, 2013).
- Extant literature calls for a better understanding (Newman et al., 2017; Lapointe and vandernberghe, 2018; Liu, 2019).

THEORIES OF SERVANT LEADERSHIP CHARACTERISTICS

Laub (1999)	Wong et al (2007)	Barbuto & Wheeler (2006)	Dennis and Bocarnea (2005)	Van Dierendonck and Nuijten (2011)
• Developing people • Sharing leadership • authenticity • Valuing people • Providing leadership • Building Community	• Serving and developing others • Consulting and involving others. • Humility and selflessness • Modelling integrity and authenticity • Inspiring and influencing others	• Altruism • Emotional healing • Persuasive approaches to decision making. • Organisational stewardship • Wisdom	• Empowerment • Trust • Humility • Love for others • Vision	• Empowerment • Humility • Standing back • Authenticity • Forgiveness • Courage • Accountability • Stewardship

Source: Adapted from Gigliotti (2016)

- Servant leaders are focused externally and exhibit high levels of moral and ethical behaviour (Lapointe and Vandenberghe, 2018).

RATIONALE

- In Nigeria banking is predominantly controlled by 5 large banks (62% of the bank), with the remaining 38% being held by a further 17.
- Corruption is rife in the industry and has had a negative impact on sector's performance.
- Poor regulation and legal frameworks have contributed to the problem.
- employees and investors are not always considered in terms of how to manage accounts and achieve profitability (Timipere et al, 2020).

RESEARCH AIMS

- The research has two main aims:
- To identify the level of understanding of the servant leadership concept in the Nigerian banking sector
- To evaluate the viability of the adoption of the approach in the Nigerian banking sector to improve productivity and transparency.

OBJECTIVES

From these aims the work has the following four objectives:

- To understand how far the construct of servant has been recognised in the Nigerian banking sector.
- To examine levels of motivation for adoption of the servant leadership within the Nigerian banking sector.
- To evaluate the potential impacts and benefits of adopting servant leadership to the Nigerian banking sector.
- To make recommendations for how the sector could adopt this alternative leadership approach to reduce corruption and improve productivity.

RESEARCH QUESTIONS

- What understanding do Nigerian banking executives and managers have of servant leadership?
- What level of commitment exists in Nigerian banking for adoption of the servant leadership approach?
- What benefits could servant leadership have for the Nigerian banking sector?
- **Scope of the work**
- The work will be situated in the banking sector of Nigeria with the aim of gathering data from key executives/managers from at least two of the five major banks and seven from the remaining 17.

CONSIDERATION OF OTHER METHODS

- Qualitative studies (Collis and Hussey 2014).

The potential risk of research bias remains for qualitative method (Cunliffe, 2004).

- Quantitative and qualitative (Mix) (Kivunja and Kuyini, 2017).

Mix methods could partly offset certain validity and reliability issues of the research (Serpe, 2016)

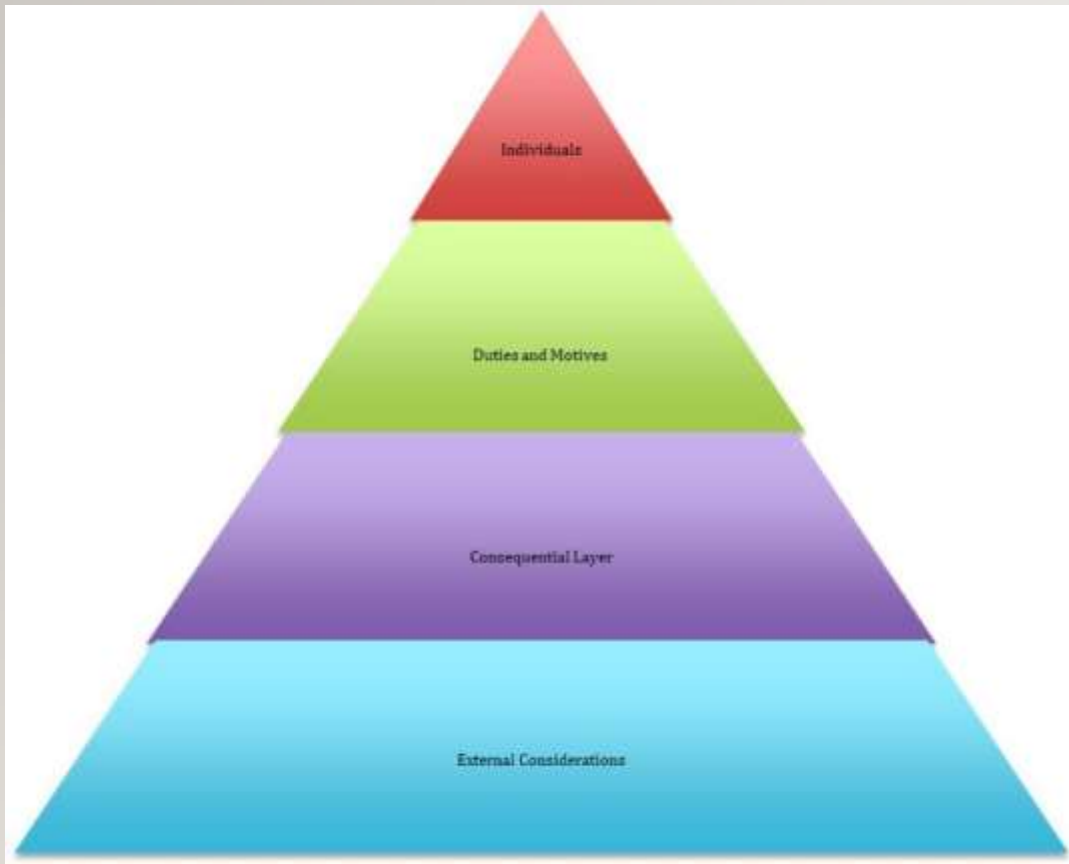
METHODS

- The methodology will be quantitative in nature, using a short questionnaire which will be emailed to key executives in the identified institutions
- The resultant data will be code and entered into a statistics package for analysis.
- The overall approach will be to follow an inductive, realism paradigm. The rationale for this is that as Bell et al (2018) note, this approach is ideal for a real-world situation, where a theory needs to be developed based on current knowledge.

RISKS AND LIMITATIONS

- The main risk factors entail problematic access to research participants.
- Organisations may decide not to allow bank managers to participate in the study (Saunders, Lewis and Thornhill, 2012).

ETHICAL CONCERNS



- External Considerations: anonymity of the participants, cultural sensitivity and commercial sensitivity and the potential ramifications of asking Nigerian banking leaders about their views on serving others.
- Adherence to any legal requirements within the Financial sector for assessing information.
- Consequential: How data will be collected and presented.
- Duties and Motives: Be transparent and tell the truth to avoid harm
- Individuals: Protect participants personal data , e.g concerns about an individual's position in the firm if they are providing information.
- Seedhouse's Ethical Grid (2007)

ADHERENCE TO UNIVERSITY ETHICS COMMITTEE

- Submit Ethical Approval Form application for approval
 - a) Ensure Transparency of information provision for participants
 - b) Ensuring anonymity of participants and protection of personal data
 - c) Ensuring no harm caused by asking about sensitive issues
 - d) Application of objective and unbiased survey instruments.

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VALUE OF THE WORK AND POTENTIAL OUTCOMES

- The work has value in terms of extending understanding of servant leadership in a developing country context, as the aim is to identify how a country such as Nigeria can move forward in one particular sector.
- As such it has potential applications in other African nations which have similar corruption issues to that of Nigeria.

Commentary on the Presentation: *Chisom Jane Evbota*

The idea for my presentation.

The identity and approaches to applied business research has significantly helped me in my understanding and approach to research. The assignment one has played a major role in building my confidence for the preparation of the presentation in assignment two. Other supporting systems include, lectures in class, group presentations and class tasks, and constructive feedbacks from Caroline and Steve, as these were very helpful and impactful especially for preparing me in every stage of my journey both now and in the near future.

The first assignment focused on evaluating 3 reports that mirrors the process of generating a research proposal and this includes, getting ideas, evaluating a core theory and identifying a research theme. Also, Dr Caroline and Steve provided us with the necessary reading materials and support to help carry out the assignments.

Although, Assignment 1 focused on the application of theories and methodology to addressing my research interest, Assignment 2 (this presentation) allow us to discuss and demonstrate with in-depth knowledge possible methodology and practical solutions to research problems identified and supporting it with credible academic sources.

Choosing a research title was initially challenging but along the line and with the help of class sections with Steve on getting ideas, I was able to find an area of interest with a research problem.

My chosen title is **The Emergence of Servant Leadership Style in Nigeria financial sector (The adoption and implementation). However, with the rate of corruption, poor regulation and mismanagement of both employees and investors**, it takes an in-depth research to discover if the adoption of servant leadership can improve performance in the finance sector.

Plan for improvements in my skills and knowledge.

I will be interested in exploring more academic journals with high rankings so as to improve the quality, currency, mmmm reliability and validity of my research.

My presentation and writing skills would need more improvement, so I would be using the resources available by seeking advice from the Academic writing team and practicing more.

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