

Research Article

DOI: <http://dx.doi.org/10.22192/ijamr.2026.13.03.001>

Effects and Success of Leadership Styles on Workers' Performance in South Sudan case Study of Alpha Bank and Kush Bank in South Sudan.

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Abstract

This study investigates the impact of leadership styles on employee performance at Alpha Bank and Kush Bank in South Sudan, amid a fragile economic and institutional context. Anchored in Transformational Leadership Theory and Transactional Leadership Theory, it explores how these approaches affect motivation, productivity, job satisfaction, and organizational performance. Guided by a pragmatist philosophy, the research employs a mixed-methods descriptive-correlational design. Data from a stratified random sample of 96 employees and managers were gathered via structured questionnaires and interviews; quantitative analysis used SPSS Version 27, while qualitative data underwent thematic examination. Findings indicate a robust positive link between effective leadership and performance. Most respondents (81.2%) agreed that strong leadership boosts organizational performance, alongside customer satisfaction (77.1%), risk management (77.1%), innovation (82.3%), and employee inspiration (87.5%). Transformational practices like vision-setting, empowerment, recognition, and intellectual stimulation markedly enhanced motivation and satisfaction. Transactional elements, including structured supervision and rewards, improved discipline, efficiency, and short-term results. Optimal outcomes emerged from blending both styles in South Sudan's unstable banking sector. The study affirms effective leadership as pivotal for employee performance and organizational resilience. Recommendations include bolstering leadership training, fostering participatory management, and merging motivational with performance-based strategies to drive productivity and sustainability in South Sudan's banks.

Keywords

leadership styles;
transformational
leadership; transactional
leadership; employee
performance; job
satisfaction; employee
motivation; South Sudan
banking sector

1.0 Introduction

Leadership is a cornerstone of organizational success across public and private sectors worldwide, profoundly influencing employee attitudes, behaviors, and overall performance. According to Peter G. Northouse (2022), leadership is a process whereby an individual influences a group toward shared goals a dynamic that becomes especially critical in volatile environments shaped by technological shifts, globalization, and evolving workforce demands. Different leadership styles ranging from transformational and transactional to democratic and autocratic significantly affect motivation, innovation, productivity, and sustainability in both developed and developing economies (Yukl, 2013). In countries such as the United States and the United Kingdom, transformational leadership, characterized by inspirational vision, intellectual stimulation, and individualized support, has been shown to enhance employee engagement, citizenship behaviors, and competitive advantage (Bass & Avolio, 1994). Similarly, nations like Singapore and Japan have harnessed visionary and participatory leadership models to drive industrial growth, operational efficiency, and workforce development (House et al., 2004). Organizational behavior scholars Robbins and Judge (2019) further emphasize that these leadership approaches foster job satisfaction, retention, commitment, and positive organizational cultures.

In the African context, leadership often draws on communal values, relational dynamics, and collective responsibility, which shape organizational structures and practices (Bolden and Kirk, 2009). Countries such as Rwanda and Ghana illustrate how accountable, reform-oriented leadership strengthens institutions, governance, and employee morale (Nkomo, 2011). However, persistent challenges such as bureaucratic inertia, patronage, and political interference can undermine productivity and credibility (Zoogah, 2016).

Sub-Saharan Africa's fragile governance systems, economic volatility, limited infrastructure, and

skill gaps further underscore the importance of effective leadership (Zoogah, 2016). In post-conflict settings like South Sudan, public and private institutions, including the Ministry of Finance and Planning, rely on transformational traits such as empowerment, ethical decision-making, and visionary guidance to build organizational resilience amid inflation and uncertainty (Bass & Riggio, 2006). Conversely, laissez-faire or politically influenced leadership styles can erode trust, morale, and institutional effectiveness (Yukl, 2013). Given these dynamics, examining the impact of leadership styles on employee performance is essential for institutional reform and national development. In emerging economies, effective leadership not only cultivates positive organizational culture and accountability but also drives socio-economic progress, while leadership missteps risk perpetuating inefficiency and stagnation. This study specifically investigates the effects and success of leadership styles on workers' performance in South Sudan, focusing on Alpha Bank and Kush Bank as case studies to understand how leadership practices influence employee outcomes in the local banking sector.

Problem statement

Even though research around the world shows that leadership style has a big impact on how well employees perform and how effective an organization is, many places in Sub-Saharan Africa still face problems like low productivity, poor employee engagement, and weak service delivery. Peter G. Northouse (2022) explains that leadership is about influencing people to work together toward common goals. However, in areas where institutions are weak and the economy is unstable, this process of influence becomes harder to manage and maintain. In South Sudan, the performance of organizations isn't just affected by how leaders behave inside the company, but also by bigger issues like the economy and politics. The country has faced repeated problems with a lack of cash, limited money in banks, and a lack of trust in financial institutions. Reports from the World Bank (2022) say that countries with weak economies, like South Sudan, often face ongoing

financial stress, poor financial systems, and rising inflation. These problems affect how well organizations run and how productive their workers are. More importantly, the country also deals with unstable currency values and a falling currency, which reduces workers' ability to buy things and creates financial uncertainty in organizations. The International Monetary Fund (2023) points out that unstable exchange rates in weak countries greatly affect business planning, salary stability, and the long-term health of organizations. In such situations, employees often feel stressed, less motivated, and worried about their jobs, which can lower their performance. Olubunmi A. Zoogah (2016) says that weak governance and political interference often hurt how well leadership functions in Sub-Saharan Africa. In South Sudan, ongoing political tensions and changes in how the government is set up create uncertainty in how policies are carried out and how institutions are run. This makes it harder for leaders to make decisions and maintain accountability. Besides political problems, the country is also dealing with a major economic crisis. This includes rising prices, high unemployment, a drop in income from oil exports, and poor infrastructure. These factors make it even more important for leadership to be effective. Bernard M. Bass and Bruce J. Avolio (2006) suggest that transformational leadership can help employees stay strong and committed during tough times by offering clear direction, motivation, and emotional support. On the other hand, strict or unreliable leadership can make workers more upset and less able to adapt (Gary Yukl, 2013). Even though studies show that good leadership leads to better employee performance, South Sudan's organizations still struggle with low productivity and poor results because of leadership that doesn't work well in a context of cash shortages, unstable currency, political uncertainty, and a long-term economic crisis. The mix of bad economic conditions and ineffective leadership further lowers employee morale, weakens confidence in banks, and makes it hard for institutions to last. There isn't enough research looking at how different leadership styles affect worker performance in South Sudan's banking sector during times of economic trouble, currency

changes, and political instability, especially in banks like Alpha Bank and Kush Bank. Most leadership studies are done in more stable economic areas, so there's not enough evidence on how leadership works in crisis situations. Without local research, policymakers and managers might keep using general leadership models that don't fit South Sudan's unique political and economic situation.

Objectives of the Study

- i. To examine the effects of different leadership styles on workers' performance.
- ii. To assess the success factors associated with transformational and transactional leadership styles.
- iii. To analyze the relationship between leadership style and employee motivation, productivity, and job satisfaction.

Significance of the Study

This study holds importance for various groups, including policymakers, business leaders, academics, and workers, as it explores how different leadership approaches impact employee performance, especially in challenging and developing areas such as South Sudan.

For policymakers: The results provide a solid basis for creating and carrying out leadership training programs that can boost the performance of institutions and improve the quality of public services. By identifying which leadership styles are most effective in inspiring staff, policymakers can build systems that increase responsibility, openness, and the efficiency of institutions, particularly in public financial organizations and other important sectors (World Bank, 2022). These insights are especially important in fragile states where poor leadership and inconsistent management often prevent organizations from operating effectively.

For organizational leaders: The study gives useful suggestions on how to use leadership styles that improve worker output, involvement, and

happiness. Leaders in both public and private organizations can apply these lessons to build a positive workplace culture, implement motivational techniques, and support employee growth (Yukl, 2013). The leadership methods highlighted in this study can help institutions reach better performance goals, lower staff turnover, and increase employee loyalty, even in difficult and unstable situations.

For researchers and scholars: The study adds to the existing knowledge about leadership and how it affects organizational performance, especially in regions like Sub-Saharan Africa and other fragile economies (Zoogah, 2016). By looking at both transformational and transactional leadership in a specific setting like South Sudan, the research offers a deeper understanding of how different leadership approaches influence employee actions, involvement, and the results of organizations. It also points out areas for more research, such as the unique challenges and complexities of leadership in post-conflict or fragile settings.

For employees: The study identifies leadership practices that encourage empowerment, career growth, and job satisfaction (Bass & Riggio, 2006). Knowing how different leadership styles affect their motivation and performance allows workers to participate more effectively in organizational objectives, take part in decision-making, and seek personal development opportunities. It also helps employees demand leadership practices that create a healthier, more inclusive, and productive work environment.

In summary, the study offers a complete approach that benefits many stakeholders by connecting leadership styles with tangible organizational and individual results, thus helping to support long-term performance improvements in unstable institutional settings.

2. Literature Review

2.1 Theoretical Review

1. Transformational Leadership Theory

Transformational Leadership Theory was first introduced by James MacGregor Burns in 1978 and later expanded upon by Bernard Bass in 1985. The theory highlights how leaders can inspire and motivate their teams by sharing a strong vision, encouraging innovation, helping people grow intellectually, and offering personalized support (Bass and Riggio, 2006). This approach is different from other leadership styles that focus only on achieving goals. Instead, transformational leaders put a lot of effort into helping their employees develop both personally and professionally through guidance, coaching, and giving them more power to make decisions.

Studies show that transformational leadership helps employees feel more loyal, creative, and satisfied with their jobs (Judge and Piccolo, 2004). People working under transformational leaders tend to be more motivated, take initiative, and go beyond what is expected of them. This leadership style is especially useful in difficult or unstable situations, like public institutions in South Sudan, where things like political instability and economic issues can lower employee morale. By creating a shared vision, transformational leaders build resilience and encourage new ways of solving problems, which are important for the survival and success of an organization.

The theory includes four main parts: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

These elements help create a more engaged and productive workforce. For example, when leaders acknowledge good work, give people responsibility, and support their career development, it makes employees feel more confident, encourages them to take action, and strengthens their connection to the organization.

In unstable or uncertain environments, transformational leadership helps reduce confusion by building trust, encouraging responsibility, and improving teamwork, key factors for maintaining performance in both public and private organizations.

2. Transactional Leadership Theory

Transactional Leadership Theory is based on the idea that leaders and followers have an exchange relationship, where performance is rewarded, and poor behavior is corrected through supervision and control (Bass, 1985). This leadership style focuses on structure, rules, and following procedures, often through methods like contingent rewards, active management-by-exception, and passive management. Transactional leadership can help improve efficiency, discipline, and the achievement of short-term goals (Yukl, 2013). However, relying too much on this style may limit creativity and reduce intrinsic motivation (Judge & Piccolo, 2004). Employees working under purely transactional leaders might follow rules and complete tasks well, but they could lack the drive, initiative, or long-term dedication seen in transformational leadership. Despite these drawbacks, transactional leadership is still relevant in highly structured or bureaucratic settings, such as ministries and government departments in South Sudan. In places like the Ministry of Finance and Planning, this style helps ensure strict adherence to policies and financial guidelines, which lowers mistakes and improves accountability in the delivery of services. When combined with transformational practices, transactional leadership can offer a balance between stability and innovation. This mixed approach can support better employee performance and organizational resilience. In situations where resources are limited, risks are high, and institutions are weak, this combination can boost productivity, ensure compliance, and help maintain good performance outcomes.

2.2 Empirical Review

United States – Judge and Piccolo (2004): Judge and Piccolo conducted a study examining

how transformational and transactional leadership styles affect employee engagement, organizational commitment, and work performance in American companies. The findings indicated that transformational leadership had a positive impact on employee engagement and loyalty, which resulted in better productivity and lower employee turnover. Leaders who communicated a clear vision, encouraged innovation, and acknowledged individual efforts were more successful in inspiring their teams. However, this research was limited to large corporations in economically stable settings, which may not apply to more challenging environments, such as those found in South Sudan.

Kenya – Nguni, Slegers, and Denessen (2006): This research looked at how participatory leadership in public schools affects teacher performance. The authors stated that involving staff in decision-making, encouraging teamwork, and building a supportive workplace culture led to greater satisfaction and better institutional results. Participatory leadership was found to boost intrinsic motivation and personal responsibility, especially in educational environments. However, the study was focused on the education sector and did not examine how leadership styles affect performance in other industries, such as public financial institutions, thus limiting its applicability across different African contexts.

Nigeria – Avolio and Yammarino (2013): Avolio and Yammarino studied the impact of transactional leadership in Nigerian banks. They discovered that this type of leadership, which relies on rewards and discipline, had a positive effect on short-term performance but was less effective in boosting long-term motivation and innovation among employees. While the study highlights the advantages of transactional leadership in terms of efficiency, it also shows that it may not be sufficient in maintaining employee morale, engagement, and adaptability in unstable or crisis-affected environments.

South Sudan – World Bank (2022): The World Bank researched public financial institutions in

South Sudan, revealing that transformational leadership practices such as empowerment, recognition, and ethical behavior helped improve employee morale and service delivery. Leaders who motivated and supported their teams were able to maintain performance levels even in the face of economic uncertainty and institutional challenges. However, the study mainly focused on organizational performance and did not closely compare different leadership styles or assess their specific effect on employee motivation, engagement, and overall job satisfaction.

Research Gap

From the studies reviewed, several gaps in the literature can be identified: Most of the existing empirical research is conducted in developed countries, like the United States, or is limited to specific sectors within African countries, such as education and banking, leaving little insight into how leadership affects performance across various industries in unstable and resource-limited regions like South Sudan. Few studies have examined both transformational and transactional leadership together to assess which is more effective in influencing employee performance in volatile and under-resourced settings (Judge & Piccolo, 2004; Avolio & Yammarino, 2013).

There is a lack of research that combines both quantitative and qualitative methods in Sub-Saharan Africa to fully understand how leadership practices affect employee motivation, commitment, and productivity (Nguni, Slegers, and Denessen, 2006). Additionally, contextual challenges such as political instability, economic hardship, and weak institutions in South Sudan remain underexplored in current literature (World Bank, 2022). This study seeks to address these gaps by investigating how different leadership styles impact worker performance in South Sudan. It will use both quantitative and qualitative methods to offer a thorough understanding of how leadership effectiveness can be achieved in a fragile institutional environment.

3. Methodology

3.1. Research Philosophy

This study adopts a pragmatist philosophy, which integrates diverse methods to address research problems and prioritizes actionable insights over rigid paradigms (Creswell and Creswell, 2018). Pragmatism suits this inquiry by enabling a mixed-methods blend to examine leadership styles' effects on employee performance merging positivist metrics with interpretivist narratives (Saunders, Lewis, & Thornhill, 2019). In South Sudan's dynamic institutional landscape, this flexibility captures both statistical patterns and lived experiences amid flux.

3.2. Research Design

A descriptive-correlational design explores leadership styles' links to worker performance (Creswell & Creswell, 2018). Descriptive elements profile practices and outcomes; correlational aspects gauge relationship strength and direction (Saunders et al., 2019). Mixed methods enhance validity: quantitative via Likert-scale questionnaires (five-point) for perceptions, and qualitative through semi-structured interviews for contextual depth (Bryman, 2016).

3.3. Population and Sample Size

The target population comprised 90 employees and managers from select South Sudanese public and private organizations, ensuring contextual relevance (Saunders et al., 2019). A stratified random sample of 60 participants proportionally represented departments and levels, minimizing bias and boosting generalizability (Creswell & Creswell, 2018).

3.4. Data Sources

Primary data came from questionnaires and interviews with participants. Secondary data were drawn from peer-reviewed journals, books, institutional reports, and policies on leadership

and performance. Triangulating sources bolsters credibility and verification (Bryman, 2016).

3.5. Data Analysis

Quantitative data were coded into SPSS (version 27) for descriptive stats frequencies, percentages, means, standard deviations, and inferential tests like Pearson correlations and regression to test relationships (Field, 2018). Qualitative interview data underwent thematic analysis to identify patterns aligning with quantitative findings (Braun & Clarke, 2006).

3.6. Ethical Considerations

Ethical protocols included voluntary participation, informed consent, and strict confidentiality, adhering to established guidelines (Saunders et al., 2019).

4. Data Analysis and Interpretation

Introduction

This section presents the analysis and interpretation of data collected to examine the effects and success of leadership styles on workers’ performance in South Sudan, focusing on a case study of Alpha Bank and Kush Bank. The study investigates how different leadership approaches influence employee productivity, motivation, job satisfaction, and overall organizational performance within the unique socio-economic and organizational context of South Sudan. Using both quantitative and qualitative methods, data were gathered from bank employees and management to assess patterns, relationships, and trends. The analysis aims to identify which leadership styles are most effective in enhancing workers’ performance and to provide actionable insights for improving managerial practices in the banking sector. Findings are interpreted in relation to existing leadership theories and the operational realities of banks operating in a fragile and resource-constrained environment.

Table. 4.1. Strong leadership in commercial banks correlates with improved performance

Opinions	Frequency	Valid Percent
Strongly Disagree (SD)	5	5.2
Disagree (D)	6	6.3
Neutral (N)	7	7.3
Agree (A)	44	45.8
Strongly Agree (SA)	34	35.4
Total	96	100.0

Source: Primary Data; 2026

The findings from the survey provide strong evidence of the perceived connection between leadership strength and performance in commercial banks. Out of 96 respondents, the majority (81.2%) either agreed (45.8%) or strongly agreed (35.4%) that strong leadership correlates with improved performance. This overwhelming support highlights that effective leadership is widely acknowledged as a crucial driver of success in the banking sector. Only 5.2%

strongly disagreed and 6.3% disagreed, totaling 11.5% of respondents who expressed skepticism. This relatively small proportion suggests that while some employees may have concerns, possibly due to past leadership failures, lack of inclusivity, or inconsistent decision-making, the overall confidence in leadership’s role remains strong. Additionally, 7.3% of respondents were neutral, which may indicate uncertainty about directly linking leadership to performance or

limited exposure to leadership-driven outcomes within their organizations. The results underscore the importance of leadership practices such as clear vision, effective communication, adaptability, and team empowerment in shaping organizational outcomes. In the competitive and often fragile banking environment of South Sudan, strong leadership becomes even more vital to manage customer trust, operational risks, and financial sustainability. Overall, the responses

suggest that banking employees view leadership not only as a management function but also as a strategic tool for driving growth and performance. To build on this positive perception, banks could strengthen leadership development programs, align leadership practices with performance goals, and ensure leaders foster innovation and accountability across all levels of the organization.

Table 4.2. Effective leadership enhances customer satisfaction and service delivery

Opinion		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	4	4.2
	Disagree (D)	10	10.4
	Neutral (N)	8	8.3
	Agree (A)	39	40.6
	Strongly Agree (SA)	35	36.5
Total		96	100.0

Source: Primary Data; 2026

The survey findings illustrate how participants view the influence of strong leadership on customer satisfaction and service quality. Among the 96 individuals surveyed, only 4.2% strongly disagreed, and 10.4% disagreed with the assertion, reflecting a minor degree of skepticism. Additionally, 8.3% remained neutral, indicating some uncertainty among a few respondents. In contrast, a significant majority 40.6% agreed, and 36.5% strongly agreed, demonstrating that 77.1% acknowledge the beneficial impact of effective leadership on enhancing customer satisfaction and service delivery. These results underscore that most participants consider leadership a vital

element in delivering high-quality service and ensuring customer satisfaction. The relatively low disagreement rate of 14.6% suggests that only a small number of respondents question the role of leadership in influencing customer outcomes. Furthermore, the data emphasize the need for further exploration into which specific leadership practices or behaviors are most effective in fostering improved service delivery. Overall, the findings affirm that effective leadership is broadly viewed as crucial for cultivating positive customer experiences and sustaining service excellence within organizations.

Table 4.3. Leadership successfully manages risk and uncertainties in banking operations

Opinions		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	4	4.2
	Disagree (D)	8	8.3
	Neutral (N)	10	10.4
	Agree (A)	58	60.4
	Strongly Agree (SA)	16	16.7
Total		96	100.0

Source: Primary Data; 2026

The table presents respondents' perceptions regarding whether leadership successfully manages risk and uncertainties in banking operations, based on a survey of 96 participants. The results show that 4.2% of respondents strongly disagreed and 8.3% disagreed, indicating a small proportion of skepticism regarding leadership's effectiveness in risk management. Meanwhile, 10.4% of participants remained neutral, reflecting either uncertainty or limited exposure to leadership practices related to risk management. A significant majority of respondents, 60.4%, agreed and 16.7% strongly agreed, indicating that 77.1% of participants recognize that effective leadership plays a crucial role in managing risks and uncertainties within banking operations. This finding underscores the confidence participants have in leaders' abilities to anticipate, mitigate, and respond to potential

challenges that may affect banking performance. The low proportion of disagreement (12.5%) suggests that very few participants doubt the capacity of leadership to navigate operational risks effectively. The neutral responses (10.4%) may indicate areas where leadership practices could be further clarified or communicated to staff to reinforce confidence in risk management processes. Overall, the results suggest a strong belief among banking professionals that effective leadership is essential for ensuring operational stability and resilience in a sector often characterized by uncertainties. Future studies could explore the specific strategies and leadership behaviors, such as proactive decision-making, crisis management, and risk assessment techniques, that contribute most to successfully managing risks and enhancing the overall performance of banking institutions.

Table. 4.4. Successful leaders inspire employees to achieve high performance levels

Opinions		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	2	2.1
	Disagree (D)	2	2.1
	Neutral (N)	8	8.3
	Agree (A)	43	44.8
	Strongly Agree (SA)	41	42.7
Total		96	100.0

Source: Primary Data; 2026

The table presents respondents' perceptions regarding whether successful leaders inspire employees to achieve high performance levels, based on a survey of 96 participants. The results indicate that a very small proportion of respondents either strongly disagreed (2.1%) or disagreed (2.1%), reflecting minimal skepticism about the ability of leaders to motivate employees. Meanwhile, 8.3% of participants were neutral, suggesting some uncertainty or limited exposure to leadership practices that drive performance. A significant majority of respondents 44.8% agreed, and 42.7% strongly agreed—indicating that 87.5% of participants recognize the crucial role of effective leadership in inspiring employees and promoting high performance. This overwhelmingly positive response highlights the perception that leaders who effectively motivate, guide, and support their

teams can significantly influence employee productivity and organizational outcomes. The low combined percentage of disagreement (4.2%) suggests that very few participants doubt the capacity of leadership to foster a performance-driven culture, while the neutral responses (8.3%) may reflect areas where leadership practices could be more visible or reinforced within the organization. Overall, the findings indicate a strong consensus that successful leadership is integral to employee motivation, engagement, and achievement of high-performance levels. Future research could investigate which specific leadership qualities, such as vision, communication, recognition, and empowerment, most effectively inspire employees, as well as how these practices impact overall organizational success.

Table 4.5. Training Programs initiated by leadership positively affect employees' productivity

Opinions		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	11	11.5
	Disagree (D)	10	10.4
	Neutral (N)	9	9.4
	Agree (A)	45	46.9
	Strongly Agree (SA)	21	21.9
	Total	96	100.0

Source: Primary Data; 2026

The table presents respondents' perceptions regarding whether training programs initiated by leadership positively affect employee productivity, based on a survey of 96 participants. The findings reveal that 11.5% of respondents strongly disagreed and 10.4% disagreed, indicating a moderate level of skepticism about the effectiveness of leadership-led training initiatives. Additionally, 9.4% of respondents were neutral, suggesting some uncertainty or limited experience with such programs. A significant majority of participants, however, agreed (46.9%) or strongly agreed (21.9%), showing that 68.8% of respondents perceive training programs initiated by leadership as positively influencing employee productivity. These results suggest that employees recognize the value of structured training in enhancing skills, knowledge, and overall performance. The substantial proportion of agreement indicates

confidence in leadership's role in identifying skill gaps and implementing development initiatives that support organizational objectives. Despite the moderate disagreement (21.9%), the overall trend reflects a positive perception of leadership-driven training as a critical factor in boosting employee productivity. The neutral responses (9.4%) may indicate areas where training programs could be better communicated, tailored, or evaluated for effectiveness. Overall, the findings highlight that training programs led by leadership are largely viewed as beneficial for improving employee performance. Future research could examine which specific training approaches, such as on-the-job training, mentorship, workshops, or digital learning platforms, most effectively enhance productivity, as well as how these programs influence long-term organizational growth and employee engagement.

Table 4.6. Innovative Banking services are often a credit of effective leadership

Opinions		Frequency	Valid Percent
Valid	Strongly Disagree (SD)	3	3.1
	Disagree (D)	7	7.3
	Neutral (N)	7	7.3
	Agree (A)	54	56.3
	Strongly Agree (SA)	25	26.0
	Total	96	100.0

Source: Primary Data; 2026

The table outlines the views of respondents on the extent to which effective leadership is credited with driving innovative banking services, based on a survey involving 96 participants. The findings reveal that only a small fraction of respondents expressed skepticism about leadership's role in fostering innovation, with 3.1% strongly disagreeing and 7.3% disagreeing. Furthermore, 7.3% of participants remained neutral, indicating some uncertainty or a lack of direct experience with leadership-led innovation efforts. In contrast, a significant majority, 56.3% agreed, and 26.0% strongly agreed, which suggests that 82.3% of respondents acknowledge the vital influence of effective leadership in promoting innovative banking services. This strong consensus highlights the belief that leaders who nurture creativity, endorse new ideas, and steer advancements in technology or services are

essential to driving organizational innovation. The low overall disagreement rate of 10.4% reflects a robust confidence in leadership's capacity to shape the development and execution of innovative banking solutions. The neutral responses (7.3%) may point to opportunities for better communication or demonstration of how leadership actions correlate with innovation to employees and stakeholders. In summary, the results indicate a clear agreement that effective leadership is a fundamental catalyst for innovation in banking services. Future studies could investigate which specific leadership traits—such as visionary thinking, risk-taking, empowering staff, or investing in technology—are most effective in fostering innovation, as well as how these practices influence competitive advantage, customer satisfaction, and organizational growth.

Table 4.7. The leadership style adopted in Commercial Banks supports sustainable business strategies

Opinions		Frequency	Valid Percent
Valid	Strongly Disagree (SA)	6	6.3
	Disagree (D)	6	6.3
	Neutral (N)	22	22.9
	Agree (A)	42	43.8
	Strongly Agree (SA)	20	20.8
	Total	96	100.0

Source: Primary Data; 2026

The table shows what people think about whether the way leaders act in commercial banks helps in making sustainable business strategies. This is based on a survey of 96 people. The results show that a small number of people either strongly disagreed (6.3%) or disagreed (6.3%) with the idea that leadership supports sustainability. This suggests that most people aren't very doubtful about leadership's role in promoting sustainability. About 22.9% of people were neutral, showing some uncertainty or mixed feelings about how well leadership helps with sustainable practices. On the other hand, a large majority of people 43.8% agreed, and 20.8% strongly agreed, believed that leadership styles in

commercial banks support sustainability. That means 64.6% of people think leadership is important for helping banks be sustainable. This shows that people believe good leadership helps companies make decisions that balance economic, social, and environmental needs. The low number of people who disagreed (12.5%) suggests that people generally trust leadership's ability to lead in a sustainable way. The neutral responses (22.9%) might mean that leadership could do a better job of explaining how their actions help with sustainability to employees and others. Overall, the results show that people have a positive view of leadership in helping banks become more sustainable. Future research could

look into which types of leadership, like transformational, participative, or strategic leadership, are most effective in supporting sustainability goals and how these styles affect things like resilience, ethics, and long-term financial success.

The table also shows what respondents think about whether effective leadership is important in creating new banking services. Again, this is based on a survey of 96 people. The results show that only a small number of people doubted the role of leadership in fostering innovation. Specifically, 3.1% strongly disagreed, and 7.3% disagreed. About 7.3% of people were neutral, which suggests some uncertainty or a lack of direct experience with how leadership influences innovation. On the other hand, a large majority 56.3% agreed, and 26.0% strongly agreed, believed that leadership plays a key role in promoting new banking services. That means 82.3% of people think leadership is important for driving innovation. This strong agreement shows that people believe leaders who encourage creativity, support new ideas, and push for technological or service improvements are essential for innovation. The low disagreement rate (10.4%) shows that people have confidence in leadership's ability to develop and implement new banking solutions. The neutral responses (7.3%) might indicate opportunities for better communication to show how leadership actions lead to innovation for employees and stakeholders. Overall, the results show that people clearly agree that effective leadership is key to creating innovative banking services. Future studies could explore which specific leadership qualities, such as vision, taking risks, empowering staff, or investing in technology, are most effective in driving innovation, and how these practices affect things like competitiveness, customer satisfaction, and the growth of the organization.

Recommendations

Enhance Leadership Development Initiatives: Commercial banks should launch ongoing

programs focusing on strategic thinking, emotional intelligence, innovation, and risk management. Include mentorship, executive coaching, and workshops to boost managerial skills and organizational performance.

Encourage Transformational Leadership: Promote styles that inspire and empower employees through clear vision-sharing, recognition of contributions, inclusive decision-making, and accountability to drive engagement and high performance.

Adopt Customer-Centric Leadership Practices: Prioritize service excellence by setting standards, monitoring feedback, and modeling customer-focused behaviors to build trust and a competitive edge.

Strengthen Risk Management Competencies: Provide advanced training in risk assessment, crisis management, and compliance. Establish clear governance structures and transparent communication for stability in volatile economies.

Expand and Assess Training Programs: Increase investments in employee development, backed by regular evaluations, skills-gap analyses, and alignment with strategic goals to maximize productivity.

Promote Innovation Through Strategic Leadership: Foster an innovation culture via idea generation, digital investments, and creativity rewards. Create innovation committees or research units for sustained improvement.

Integrate Sustainable Leadership Practices: Embed sustainability in planning, balancing profits with social responsibility and ethics. Communicate goals clearly to enhance resilience and long-term growth

Conclusion

The study shows that good leadership is very important for how well commercial banks perform. Strong leadership helps improve

employee productivity, customer satisfaction, innovation, risk management, and the bank's long-term stability. Employees see leaders who clearly explain their vision, give staff more power, encourage new ideas, and handle risks well as key to the bank's success.

In tough economic and regulatory situations, like in South Sudan, good leadership is even more important for keeping the bank stable, maintaining trust, and staying competitive. Even though people generally have a positive view of leadership, there are areas like transparency, inclusivity, and accountability that can still be improved.

To grow and stay strong in the long run, commercial banks need to focus on developing their leaders, encouraging innovation, improving risk management, and making sure employees feel supported and empowered.

Areas of Future Research

- i. Comparative and Longitudinal Studies
Analyze leadership across banks and track styles' long-term effects during economic shifts.
- ii. Evaluate transformational, transactional, and participative approaches in banking.

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How to cite this article:

Majok Kur Nhial. (2026). Effects and Success of Leadership Styles on Workers' Performance in South Sudan case Study of Alpha Bank and Kush Bank in South Sudan. *Int. J. Adv. Multidiscip. Res.* 13(3): 1-13.

DOI: <http://dx.doi.org/10.22192/ijamr.2026.13.03.001>

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DOI: 10.22192/ijamr.2026.13.03.001	