

The table 4.2 above shows the correlation among the research variables. As can be observed from the table, transformational leadership style has positive and moderate (.376) relationship with performance, while transactional leadership style has negative and weak (-.160) relationship with performance. This means that transformational leadership is more likely to influence performance of DMBs in Kano than transactional leadership.

For appropriate conclusion to be drawn about the regression analysis output, according to (Hair, Black, Babin & Anderson, 2010) assumptions of normality, collinearity, linearity, homoscedasticity and independence of the residual need to be examined and met. According to the authors, these assumptions apply to the dependent and independent variables and the relationship as a whole. These tests were ^{d2one} and all assumptions have the satisfied.

Table 4.3

Model Summary

Model	R	R ²	Adj. R ²	Std Error of the Estimate	Durbin Watson
1	.400	.160	.149	1.83629	1.750

Source: Survey (2020)

Predictors (Constant): TransformLS and TransacLS

Dependent Variable: Performance

Table 4.3 above is the model summary which shows that the independent variable (transformational and transactional leadership) have succeeded in explaining variations in the dependent variable (performance) by 16% (R² = .160).

Table 4.4

Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	100.945	2	50.472	14.968	.000 ^a
Residual	529.399	157	3.372		

Total	630.344	159
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Source: Survey (2020)

Predictors (Constant): TransformLS and TransacLS

Dependent Variable: Performance

Table 4.4 above shows the ANOVA which indicates that the model as a whole is significant, considering the sig. F change value ($F(2, 157) = 14.968, p < 0.0005$). The level of significance is 0.000 which implies that the analysis of variance for the study has fallen within the acceptable standards. It shows that the model is good and fit for the study.

Table 4.5 **Coefficients**

Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
Constant	11.237	1.170		9.605	.000		
TransformLS	.284	.056	.381	5.035	.000	.935	1.070
TransactLS	-.043	.055	-.059	-.785	.434	.935	1.070

Source: Survey (2020)

Predictors (Constant): TransformLS and TransacLS

Dependent Variable: Performance

Table 4.5 above shows the contribution of each independent variable (transformational and transactional leadership) in predicting the dependent variable (performance). The table shows that transformational leadership style is statistically significant with p value = .000. The contribution of transformational leadership style is 38.1% (Beta = 0.381). This means that transformational leadership style has a positive and significant effect in explaining performance. While transactional leadership style was found to be insignificant with p value = .434. This implies that transactional leadership style contributed only 5.5% (Beta = 0.055) in explaining variation in the performance.

5.0 Results and Discussions

Based on the above analysis, H_{01} : which states that transformational leadership style has no significant effect on performance, was rejected by the statistical analysis with p value = 0.000 and Beta coefficient = .381. This means that transformational leadership style is significant in predicting performance of DMBs in Kano. Also, H_{02} : which states that transactional leadership style has no significant effect on performance was accepted with p value = .434 and Beta coefficient = .055. This implies that transactional leadership style is not significant in predicting performance of DMBs in Kano.

The reason for the above results may be because the subordinates feel good working with their supervisors, the supervisors inspires the subordinates to rethink the key points of the past smooth operations and encourage employees to be good team players. They also serve as a good model for the subordinates to follow. It also implies that the DMBs managers/leaders motivates, inspire and set mutually beneficial goals with their subordinates or employees. They also set emotional bond, common values and vision. These helps the staff of the DMBs to achieve results beyond what is normal and sets higher corporate goals by inspiring a sense of importance of the team's mission, stimulates employees to think innovatively about a problem or task, and places the group goals over personal self-interest.

They are also encouraged to put in extra effort and to go beyond what they (subordinates) expected before. They tend to achieve the greatest performance from subordinates since they are able to inspire them to raise their capabilities for success and develop subordinates' innovative problem solving skills. This result is in line with the findings of previous studies (Sharma, 2020; Torlak & Kuzey, 2019; Naseer, et. Al., 2019; Imhangbe, et. al. 2018; Koech et al., 2012; Khan et al., 2014; Flanigan, et al., 2013 & Samaitan, 2014; James, 2005) which revealed that transformational leadership style has more significant effect on performance than transactional leadership.

On the other hand, transactional leadership was not significant because The managers and supervisors does not give their subordinates special recognition when they perform at high level, they don't inspire and encourage their subordinate to achieve extra targets using their initiatives, and the only means to acknowledge good performance is rewards and otherwise penalty. The reasons are that transactional leadership follow the rational and materialistic approach between a leader and a subordinate. Transactional leaders provide a clear idea to their subordinates on how a task or an activity must be performed and also communicate them that there will be rewards for a job done well. Transactional leaders are more concerned with processes rather than forward-thinking ideas. This result is in line with the findings of previous studies (Sharma, 2020; Naseer, et. Al., 2019; Imhangbe, et. al. 2018; Busari, 2011; Bushra, et al., 2011; Bass & Avolio, 1994; Jung & Berson, 2003) which revealed that transactional leadership style has less or no significant effect on performance.

6.0 Conclusions

Based on the findings, this study concluded that transformational leadership style has positive and significant effect on performance of deposit money banks in Kano metropolis. This means that, DMBs in Kano used more of transformational leadership style to encourage and inspire subordinates to put in extra effort and to go beyond what they (subordinates) expected before. Transformational leaders achieve the greatest performance from subordinates since they are able to inspire their subordinates to raise their capabilities for success and develop subordinates' innovative problem solving skills.

The study also concluded that transactional leadership style has no significant effect on performance of deposit money banks in Kano. It was however concluded that less emphasis should be placed on transactional leadership. In addition, effort should be made by the banks management to re-strategize their transactional leadership style to transit to the transformational leadership in the long run as it has more significant effect on the performance of the deposit money banks in Kano.

7.0 Recommendations

Based on the conclusions, the following recommendations were made:

- i) Managers of the DMBs in Kano should use more of transformational leadership style by strive to become role models to their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become innovative & creative and pay attention to each individual's need for achievement and growth.
- ii) In addition, since transactional leadership style has no significant effect on performance of deposit money banks in Kano, the managers should exhibit less of transactional styles. However, the banks management may either modify the composition of the transactional leadership in a way that will inspire the subordinates or adopt other leadership styles that may be feasible to the banking context and which may consequently lead to improvement in performance of deposit money banks in Kano.

8.0 Suggestions for Future Research

The study has only selected the banking sector for the analysis while this can be implemented in other private organizations as well or public sector. Also, future researchers can adopt more leadership styles like the servant leadership and test their effect on performance. Similarly, the study was conducted in Kano and based on 168 responses only. Similar research should be done in other countries or states of Nigeria using a larger sample.

9.0 References

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