

**LEADERSHIP SUCCESSION, ORGANIZATIONAL  
CLIMATE, TRUST AND INDIVIDUAL PERFORMANCE  
IN NIGERIAN COMMERCIAL BANKS**

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**By**

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**Thesis Submitted to  
School of Business Management,  
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## ABSTRACT

The objective of this study was to examine the relationship between leadership succession, organizational climate and individual performance in the Nigerian commercial banks. Primarily, this study explored the moderating effect of trust on the relationship between leadership succession, dimensions of organizational climate (i.e. quality, integration, and well-being) and individual performance that comprises of adaptive, task, and contextual performance. Stratified random sampling was used in which samples were drawn from six geographical zones of Nigeria (i.e. Lagos, Delta, Abia, Abuja, Kano, and Bauchi). Data was collected through the self-administrated method by sending questionnaires to 600 commercial bank branch managers within the six geographical zones selected. A total of 84 items were used in the questionnaire to examine all the variables illustrated in the theoretical framework. All the instruments were adapted from past literature. The statistical package for social science (SPSS) version 20.0 was used to test the hypotheses. The results provided support for some of the hypothesized relationships for the study. Specifically, leadership succession was positively related to adaptive performance but negatively related to task performance. Additionally, integration was also positively related to both task and contextual performance, while well-being was positively related to only task performance. Furthermore, the results of the moderating effect of trust indicated that four out of the twelve hypotheses were moderated. Therefore, the significant positive influence of leadership succession, quality, integration and well-being suggest that the variables are important in motivating individual performance. As such, employees should be encouraged to exhibit these behaviours to enhance the performance of the organization. Finally, the contribution, limitations, and implications of the study are discussed.

**Keywords:** leadership succession, organizational climate, individual performance, trust, commercial banks.

## ABSTRAK

Tujuan kajian ini adalah untuk meninjau hubungan antara penggantian kepemimpinan, suasana organisasi dan prestasi individu di dalam bank-bank komersial di Nigeria. Kajian ini turut meneroka kesan penyederhana amanah terhadap hubungan antara penggantian kepemimpinan, dimensi suasana organisasi (iaitu kualiti, integrasi dan kesejahteraan) dan prestasi individu yang terdiri daripada prestasi adaptif, tugas dan kontekstual. Sampel rawak berlapis telah digunakan terhadap sampel yang dipilih menerusi enam zon geografi, iaitu Lagos, Delta, Abia, Abuja, Kano and Bauchi. Data dikumpulkan melalui kaedah sendiri dengan menghantar borang soal selidik kepada 600 pengurus cawangan bank komersial di enam zon yang terpilih. Sebanyak 84 item telah digunakan di dalam soal selidik untuk menyemak semua pemboleh ubah yang digambarkan di dalam kerangka teori. Semua instrumen diadaptasi daripada pengkaji lepas. Pakej statistik untuk sains sosial (SPSS) versi 20.0 digunakan untuk menguji hipotesis kajian. Hasil kajian telah memberikan pewajaran terhadap hubungan hipotesis kajian. Secara khusus, penggantian kepemimpinan mempunyai hubungan yang positif terhadap prestasi adaptif manakala mempunyai hubungan yang negatif terhadap prestasi tugas. Di samping itu, integrasi turut mempunyai hubungan terhadap kedua-dua tugas dan prestasi kontekstual, manakala kesejahteraan hanya mempunyai hubungan terhadap prestasi tugas. Tambahan pula, kesan penyederhanaan amanah menunjukkan empat daripada dua belas hipotesis adalah bersignifikan. Oleh itu, pengaruh yang signifikan terhadap penggantian kepemimpinan, kualiti, integrasi dan kesejahteraan menunjukkan kepentingan pemboleh ubah berkenaan terhadap prestasi motivasi individu. Justeru, pekerja perlu digalakkan untuk menunjukkan tingkah laku berkenaan untuk meningkatkan prestasi di dalam organisasi. Akhirnya, sumbangan, limitasi dan implikasi kajian juga dibincangkan.

**Kata kunci:** penggantian kepemimpinan, suasana organisasi, prestasi individu, amanah, bank-bank komersial.

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## Abbreviations

SPSS	Statistical Package For Social Sciences
IP	Individual performance
AP	Adaptive performance
TP	Task performance
CP	Contextual performance
LS	Leadership succession
OC	Organizational climate
IG	Integration
QT	Quality
WB	Wellbeing
TR	Trust

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Individual performance refers to as the level of individual contribution to the development effort as captured by the number of defects fixed by individuals in an organization (Ehrlich & Cataldo, 2012). Individual performance is the degree to which individual achieve their goals and objectives in an organizations through hard work (Pugh, 1991). Campbell (1990) defined individual performance as behaviors or activities that are linked to the rules and regulations of the organization.

Therefore, individual performance refers to performance of employees in an organization so as to achieve the aims and objective of the organization. Individual employees are also expected to be more strongly committed to those tasks for which they perceive stronger performance-outcome possibilities, or in other word hold greater instrumentality perceptions (Kanfer & Ackerman, 1989; Naylor, Pritchard & Ilgen, 1980; Vroom, 1964).

Individual performance has long been considered as one of the key factors that can lead to the growth and development of any organization (Judge & Ferris, 1993). Nevertheless, individual employees contribute to the growth and development of an organization, most especially individuals who are highly resourceful (Mollick, 2012). Similarly, employees who have experience and knowledge, which have been attained

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