Leadership Analytics and Organizational Sustainability of Deposit Money Banks in the South-South of Nigeria

Georgina C. Abaraoha and Austin O. Oparanma
Department of Management, Rivers State University
abaraohamrs@yahoo.com

Abstract
This paper investigated the relationship between leadership analytics and organizational sustainability of deposit money banks in the south-south of Nigeria. The research was designed as a cross-sectional survey design. Data for the research was sourced from 111 respondents from the regional offices of the 18 deposit money banks in the south-south of Nigeria. A total of 3 null hypotheses were tested using the Spearman's rank order correlation coefficient. Results from the test revealed that leadership analytics significantly contributes and enhances all three measures of organizational sustainability – economic, environmental and social sustainability. It was concluded that leadership analytics helps in the development of relationships and structures that facilitate organizational actions which in turn contribute towards preferred outcomes of organizational economic, social and environmental sustainability of deposit money banks in the south-south of Nigeria. It was recommended that the leadership analytics of the organization be anchored on identifying and developing potential leaders through effective succession plans and processes that equips members of the organization with the required training, knowledge, resources and opportunities for growth within the organizations structure.

Keywords: *Leadership Analytics, Organizational Sustainability, Economic, Social, Environmental*

Introduction
Most organizations are faced with the challenge of matching their drive for growth and economic success with their conformity to the sustainability values and expectations of their environment or context (Ejiofor & Mbachu 2001). This has affected their relationship and standing with stakeholders (internal and external) in a variety of ways and as such poses a problem for most organizations especially deposit money banks manifested in the forms of experienced conflict with host communities, growing discontent between stakeholders and the organization, and the inability of organizations to achieve stated goals and objectives (Glade, 2008).

These problems as reflected within the Nigerian banking industry comprise the growing expectations for crowd control, improved customer relations and considerations for their environment and their relationship with host communities. It is also such that extends to their adoption of economic and banking practices that express ethical considerations for their stakeholders as well (Ejiofor &Mbachu 2001). Ikebudu (2014) opined that given the growing pressure and competitiveness of the industry, there is a growing number of cases of disputes over unethical and poorly managed financial records, loan transactions, and adherence to money policies. This has negatively affected the reputation and customer base of these banks and as such has contributed to their loss of clients and weakening of their capital-base.

Olowu and Adamoleku (2005) opined that it is imperative for organizational practices and functions to align with their goals and endeavours. In this vein, leadership analytics is expected to channel the human resource efforts and actions of the organization in a manner that enhances its level of sustainability and at the same time offer a framework that ensures consistency and long-term adherence to the sustainability goals of the organization. The adoption of leadership analytics that builds and aligns organizational functions in this manner should offer a leadership structure that specifies and emphasizes on addressing work processes and roles such that balances the organization's interests with those of its social values. In other words, leadership analytics can structure the leadership of the organization such that organizational activities and behaviour are adapted to enhance the sustainability outcomes of the organization (Felletta, 2014).

RSU Journal of Strategic and Internet Business Vol 6, Issue 1, 2021. **pp. 1469-1475, ISSN – 2659-0816 (print) 2659-0832 (Online)** (**Abaraoha, C. G. & Oparanma, A. O.**)

www.rsujsib.com

The criticality of the subject of sustainability within the banking industry can be linked to the significance of the banks within any economic context, even that of Nigeria. Ejiofor and Mbachu (2001) asserted that the banking industry has one of the largest and most dominant geographical coverage within any country, with several branches sited or located within all the States of the country. It is practically the lifeblood of the economic activities of the nation and defines its economic interactions and exchanges with other countries. The Nigerian banking system is one closely connected to all other facets of the nation as it links and interconnects other industries and sectors in a way that charts the economic value, financial condition and wellbeing of the country (Adeyemi, 2002).

In this vein, given the significance and widespread functionality of the banking system, even within Nigeria, the construct of organizational sustainability is evermore more imperative as it addresses an underlying issue affecting the implications of ongoing relationships between banks and their host communities, their adherence to expected environmental and social frameworks and their adherence to economic activities that align with the legal and ethical tenets of their environment. This paper therefore addressed the relationship between leadership analytics and organizational sustainability of deposit money banks in the south-south of Nigeria.
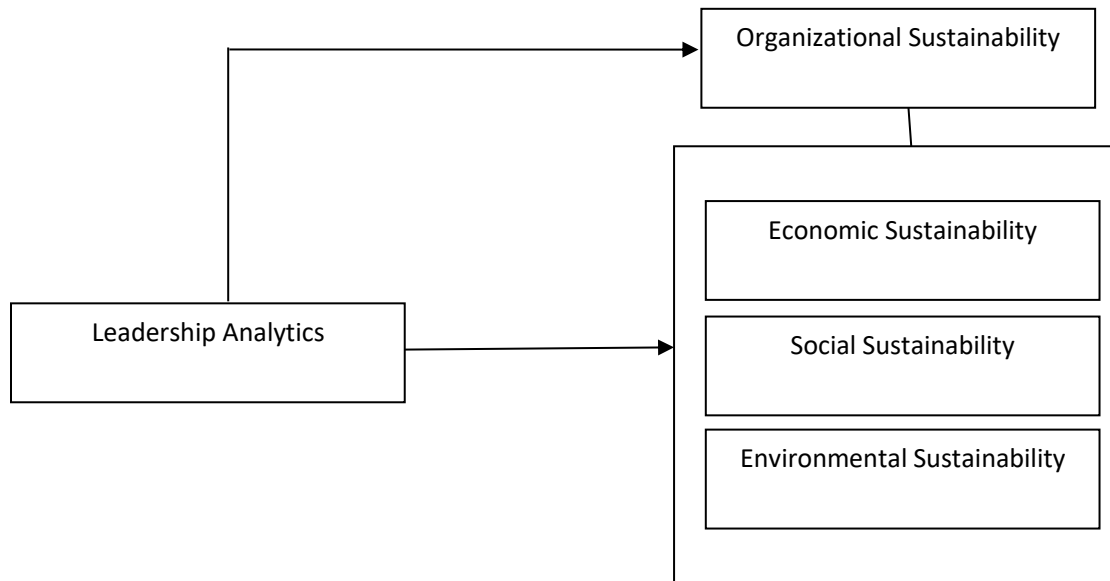

Figure 1: Conceptual framework for leadership analytics and organizational sustainability
Source: Researcher's desk (2020), with measures adapted from Elkington (1999).

Purpose and Objectives of the Study:
The goal of this study is to discuss the relationship between leadership analytics and organizational sustainability. Hence the objectives are as follows:
   i.   To ascertain the relationship between leadership analytics and economic sustainability of deposit money banks in the South-South region of Nigeria
   ii.   To examine the relationship between leadership analytics and social sustainability of deposit money banks in the South-South region of Nigeria
   iii. To determine the relationship between leadership analytics and environmental sustainability of deposit money banks in the South-South region of Nigeria

Research Questions
The following research questions are further put forward as basis and guide for the study.
   i.   What is the relationship between leadership analytics and economic sustainability of deposit money banks in the South-South region of Nigeria?
   ii.   What is the relationship between leadership analytics and social sustainability of deposit money banks in the South-South region of Nigeria?
   iii. What is the relationship between leadership analytics and environmental sustainability of deposit money banks in the South-South region of Nigeria?

Theoretical Foundation (Institutional Theory)
The institutional theory is adopted as a theoretical foundation in this study. The theory broadly states that the behaviour of firms is governed by its institutional environment or field. The constituents of the field include the organization's social context, the scope of its activities, and its network of social relationships (Doshi &Khokle, 2012). The theory describes the nature and implications of the organizations actions in line with the overarching values and norms of its context, environment or industry. That is to say, the extent to which organizations are validated and successful within their operational context, to a large extent, can be linked to their own behaviour and actions in view of existing legal, social and cultural factors that define their context (DiMaggio & Powell, 2000). This premise shifts responsibility for actions such as leadership analytics, and the adoption of practices and behaviour that are sustainable and in line with the expectations of stakeholders and host communities to the organization itself.

Leadership Analytics
Leadership analytics describes the organizations human resource activities and coordinative actions geared towards the development, assessment and monitoring of the leadership capacities and requirements of the organization. It is an important aspect of human resource analytics as it details the existing leadership gaps and expectations of the organization – thus identifying the organizations leadership deficiencies. Molefe (2013) observed that leadership analytics is an important aspect of organizational functionality and survival as it details the long-term leadership planning goals of the organization with regards to workers development, succession planning and decision-making within the organization. The organizations success in terms of policy consistency is also linked to effective leadership analytics, coordination and planning (Molefe, 2013).

Organizational Sustainability
Sustainability describes actions or behaviour which are considerate and supportive of the development and wellbeing of the environmental and social dynamics of a context (Naguib & Ratiu, 2010). Therefore, organizational sustainability describes the organizations actions and tendencies for adopting and emphasizing on practices and operations that are favourable and healthy for the eco-system and the social dynamics of their context. That is to say, the organization is considerate when it comes to the health and wellbeing of its operational context. It requires the consistent evaluation of organizational efforts and policies in line with ensuring that organizational actions and behaviour are in line with stipulated green frameworks (Van Marrewijk, 2003).

Economic sustainability: The economic sustainability of the organization describes its capacity for sustain profit and economic wellbeing using methods and operational frameworks that are not detrimental to the context or eco-system of the organization (Landrum & Edwards, 2009). Economic sustainability reflects

the organization's capacity for operations in such a way that supports its own profit and financial goals and at the same time accommodates its green expectations and goals.

Social sustainability: Social sustainability describes the organizations support and investments in the existing social structures and forms that define its context. Social sustainability is critical to the organizations image and in a way, enhances the organizations trustworthiness and validation within its context. It is as Laszlo (2003) noted that the organizations financial support for features such as education, health, festivals, roads, and electricity are some of the ways it establishes its validity in the eyes of its stakeholders and the public.

Environmental sustainability: The physical environment is often one of the most affected by the activities of organizations. Environmental sustainability as such describes the organizations behaviour and actions in line with ensuring that their activities are not corrosive but rather conducive and healthy, and with minimal impact on their environment. This captures actions in line with waste management, pollution and noise control within the facilities of the organization as well as the environment of the organization (Dyllick & Hockerts, 2002).

Leadership Analytics and Organizational Sustainability

The analysis on the leadership of the organization goes a long way in ensuring that the required competence levels, experience and policies are in place and in line with the overall values and goals of the organization (Molefe, 2013). Effective leadership analysis builds on harmonizing leadership structures with the organization's mission and vision, and by that establishing consistency in actions and behaviour. (Epstein, 2009) This also plays out in terms of its green behaviour and values towards sustainability. Leadership analytics therefore patterns the decisions of management and the development of structures that align with such values and ensure their consistency over time. The absence of literature on the relationship between the variables is such that unfortunately provides little in terms of supportive evidence. Thus, this study hypothesizes as follows:

HO$_1$: There is no significant relationship between leadership analytics and economic sustainability in the South-South region of Nigeria
HO$_2$: There is no significant relationship between leadership analytics and social sustainability in the South-South region of Nigeria
HO$_3$: There is no significant relationship between leadership analytics and environmental sustainability in the South-South region of Nigeria

METHODOLOGY

The cross-sectional design is considered suitable and therefore adopted as the research design for this study. The population for this study is 165 managers (general and departmental) of the regional offices of 18 deposit money banks in the south-south of Nigeria (Cross-River, Delta, Bayelsa, Edo, Rivers, and Akwa Ibom State). The sample size for the study is obtained using the Taro Yamane sample size derivation formula. 117 managerial staff is therefore estimated as the sample size for the study based on the application of the Taro Yamane sample size formula (Baridam, 2001). Primary data for the study was generated using the questionnaire instrument. Instrumentation for the predictor variable - leadership analytics was based and adapted from Felleta (2014). While the instrumentation for the measures of organizational sustainability (environmental, economic and social sustainability) was based and adapted from Elkington (1999). Instruments were adapted to reflect these variables in relation to the Nigerian banking industry with a total of 5 indicators for each measure - all stated in the positive.

DATA RESULT

In this section, the result for the analysis is presented. The table 1 below presents the outcome for the Cronbach alpha reliability test for the study.

Table 1: Cronbach alpha reliability analysis

Dimensions and Measures	Indicators	Alpha Coif.

Leadership Analytics	5	0.809
Economic sustainability	5	0.904
Social sustainability	5	0.893
Environmental sustainability	5	0.900

Source: SPSS Survey Data output, 2020

The evidence from the table 1 reveals that all the instruments adopted to be consistent and as such reliable based on the consistency of data as presented by the Cronbach alpha coefficients of the study.

Table 2: Univariate distribution for the variables

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Leadership	111	2.8468	.64833	-.979	.229	.104	.455
Economic	111	3.0144	.61479	-1.134	.229	.563	.455
Social	111	2.8595	1.01716	-.101	.229	-1.611	.455
Environment	111	2.4775	.46879	-.759	.229	.495	.455
Valid N (listwise)	111						

Source: Survey data, 2020

The distribution for the summary distribution for the properties of the variables is illustrated on table 2 above. Results show that all variables are manifested and are as such appreciated and recognized as attributes of the deposit money banks assessed in the study. Evidence from the analysis shows that leadership analytics (x = 2.8468), economic sustainability (x = 3.0144), social sustainability (x= 2.8595) and environmental sustainability (x = 2.4775) are therefore substantially reflected as key features of the deposit money banks.

Hypotheses Testing
Table 3: Leadership analytics and measures of organizational sustainability

			Leadership	Economic	Social	Environment
Spearman's rho	Leadership	Correlation Coefficient	1.000	.442**	.197*	.446**
		Sig. (2-tailed)	.	.000	.038	.000
		N	111	111	111	111
	Economic	Correlation Coefficient	.442**	1.000	.393**	.531**
		Sig. (2-tailed)	.000	.	.000	.000
		N	111	111	111	111
	Social	Correlation Coefficient	.197*	.393**	1.000	.119

RSU Journal of Strategic and Internet Business Vol 6, Issue 1, 2021. pp. 1469-1475, ISSN – 2659-0816 (print) 2659-0832 (Online) (Abaraoha, C. G. & Oparanma, A. O.)

www.rsujsib.com

	Sig. (2-tailed)	.038	.000	.	.212
	N	111	111	111	111
	Correlation Coefficient	.446**	.531**	.119	1.000
Environment	Sig. (2-tailed)	.000	.000	.212	.
	N	111	111	111	111

Source: Survey data, 2020

The hypotheses on the correlation between leadership analytics and the measures of organizational sustainability are addressed in table 3 above. The result presents the outcome on the test for the hypotheses as follows:

i. Leadership analytics significantly correlates with economic sustainability of the deposit money banks in the south-south of Nigeria. The result shows that where rho = 0.442 and P = 0.000; the relationship between the variables is significant, hence a rejection of the null hypotheses.
ii. Leadership analytics significantly correlates with social sustainability of the deposit money banks in the south-south of Nigeria. The result shows that where rho = 0.197 and P = 0.038; the relationship between the variables is significant, hence a rejection of the null hypotheses.
iii. Leadership analytics significantly correlates with environmental sustainability of the deposit money banks in the south-south of Nigeria. The result shows that where rho = 0.446 and P = 0.000; the relationship between the variables is significant, hence a rejection of the null hypotheses.

DISCUSSION OF THE FINDINGS
Result from the test point to the relationship between leadership analytics and the economic, social and environmental aspects of organizational sustainability as being significant and also positive in nature. In the sustainability context, it is necessary that organizations develop the ability to ensure organizational change, not just once, but continually, in response to changes in its environment (Armstrong, 2006; Collins, 2001) and in that vein emphasizing on the quality of its leadership and the continuity of its organization. Such an emphasis on leadership also has substantial implication on the sustainability goals of the organization as the implementation of sustainability in the organization cannot be performed rapidly, in a single stage but rather follows a succession of organizational actions and successive leadership. Moreover, sustainable organizations continually renew their processes and products, adapting them to new context, thus implying consistency in decision-making processes and actions (Campbell, 2007). Therefore, the development and effective structuring of the organizations leadership forms can be described as imperative to advancing the economic, social and environmental sustainability goals and expectations of the organization.

CONCLUSION
In conclusion, the position of this study is that leadership analytics, drives and substantially enhances outcomes of organizational sustainability of deposit money banks in the south-south of Nigeria. This is as leadership analytics helps in the development of relationships and structures that facilitate organizational actions which in turn contribute towards preferred outcomes of organizational economic, social and environmental sustainability of deposit money banks in the south-south of Nigeria

RECOMMENDATION
The evidence presented in this study has established the relationship between leadership analytics and organizational sustainability. Drawing from the observations of the study, it is recommended that the leadership analytics of the organization be anchored on identifying and developing potential leaders through effective succession plans and processes that equips members of the organization with the required training, knowledge, resources and opportunities for growth within the organizations structure

RSU Journal of Strategic and Internet Business Vol 6, Issue 1, 2021. pp. 1469-1475, ISSN – 2659-0816 (print) 2659-0832 (Online) (Abaraoha, C. G. & Oparanma, A. O.)

www.rsujsib.com

REFERENCE

Adeyemi, S. K., (2002). The Nigerian banking system in an historical perspective. In Stein, H., Ajakaiye, O. and Lewis, P. (eds.). T*he banking crisis in Nigeria: A comparative study*. Hampshire: Palgrave Publishers, 53-71.

Armstrong, M.c(2006). *A handbook of human resource management practice*. London: Kogan Page.

Baridam, D.M. (2001). *Research methods in administrative sciences*. Port Harcourt, Nigeria: University of Port Harcourt Publishing House

Collins, J. (2001). *Good to Great: Why some companies make the leap, and others don't*. New York: Harper Business.

DiMaggio, P. J., & Powell, W. W. (2000). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. In J. A. C. Baum & F. Dobbin (Eds.), Economics meets sociology in strategic management (143–166). *Advances in Strategic Management*, 17.

Doshi, V., & Khokle, P. (2012). An institutional perspective on corporate social responsibility. Vikalpa: *The Journal for Decision Makers, 37*(2), 98–102.

Dyllick T, & Hockerts K. (2002). Beyound the business case for corporate sustentability. *Business Strategy and the Environment, 11*(2), 130-141.

Ejiofor, P. N. O., & Mbachu, A. U. (2001). Imperative of human resource practices in the new millennium. *Journal of the Management Sciences. 5*(1), 121-126

Elkington J. (1999). *Cannibals with forks: The triple bottom line of 21st century business*. Capstone Publishing Limited: Oxford.

Falletta, S. (2014). In search of HR intelligence: Evidence-based HR analytics practices in high performing companies, *People and Strategy, 36*(4), 20-37.

Glade, B. (2008). Human resources: CSR and business sustainability-HR's leadership role, *New Zealand Management, 55(*9), 51-52

Ikebudu, M., (2014). Now what? Paper presented at the 46th Chartered Institute of Personnel Management of Nigeria (CIPM) Annual Conference, Abuja, Nigeria. Unpublished.

Landrum, N. E., & Edwards, S. (2009). *Sustainable business: An executive's primer, New* York: Business Expert Press.

Molefe, M. (2013). *From data to insights: HR analytics in organisations*. Palgrave

Naguib, R., & Ratiu, C. (2010). What lies between global efficiency and local adaptation? Understanding the social responsibility of multinational firms. *International Journal of Business Strategy, 10*(2), 104–118.

Olowu, D., & Adamolekun, L. (2005). Human resources management. In L. Adamolekun (ed) *Public administration in Africa: Main issues and selected country studies*. Ibadan: Spectrum Books Ltd. pp.

van Marrewijk, M. (2003). European corporate sustainability framework for managing complexity and corporate transformation. *International Journal of Business Performance Management, 5*(2/3), 213–222.