

## Ambidexterious Leadership and Performance of Deposit Money Banks in South-South Nigeria

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### **Abstract**

*Organisations today focus on leadership structures that can successfully steer the firm out of muddy, uncertain and intensely competitive business environments. Thus, there is a need for a leader who can continuously ensure organisational steadiness by giving timely and appropriate leadership direction to both the human and other resources. This research was designed to investigate the effect of ambidextrous leadership on deposit money banks' performance in South-South Nigeria. A descriptive survey design was adopted to study three hundred sixteen (316) consenting randomly selected respondents. A pre-tested semi-structured interviewer-administered questionnaire was used to elicit information relating to the objectives. Data collected was presented in frequency, mean, and standard deviation, while the hypotheses were tested using regression analysis at a 5% significance level. The result showed a significant effect of ingenious leadership behaviour on innovativeness (Coefficient: 0.486,  $t = 14.381$ ,  $P\text{-value} < 0.05$ ). Open leadership behaviour did not significantly affect a brand position in Deposit Money Banks in South-South, Nigeria. (Coefficient: -0.040,  $t = 0.4151$ ,  $P\text{-value} > 0.05$ ). The study concluded that ambidextrous leadership behaviour has a significant effect on deposit money banks' performance in South-South, and it is recommended that Deposit Money Banks should actively promote and cultivate ingenious leadership skills among their leaders. This recommendation can be achieved through leadership training and development programs that foster creative problem-solving and innovation. Moreover, open leadership behaviour did not significantly affect brand position; it is still essential for leaders to foster transparency and open communication within the organisation. Organisation leaders should prioritise transparent and open communication strategies to enhance the brand position and ensure alignment with brand values and messages.*

**Keywords:** Deposit Money Bank Performance, Ambidextrous Leadership Behaviour & Performance

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### 1. Background of the Study

Organisations today centred their focus on leadership structure that can successfully steer the firm out of muddy, uncertain and intensely competitive business environments. Thus, there is a need for a leader who can continuously ensure the organisation's steadiness by giving timely and appropriate leadership direction to both the human and other resources. Today's banking system experiences stiff competition that requires a management team with a unique leadership vision and a deeper understanding of leadership skills that can drive performance from scarce resources. The global trend in the banking sector is to ensure a management team that will not only sustain performance but is also capable of pushing it to the next level. In many organisations today, driving performance with available resources is increasingly seen as one of the leader's primary essential responsibilities. Thus, the leadership mode or style is responsible for how individual employees could contribute to organisational performance to cope with global development trends (Hamid, Sarosh and Yas, 2020). Like the rest of the globe, the banking sectors in Africa, including those in Nigeria, are witnessing stiff competition, resulting from an effort to attract every possible customer and record the best performance within the limited economic space. Therefore, the resultant pressures from competitors and the need to attract new possible customers and keep all employees on a high-performance threshold put management on their toes all the time. Thus, leaders in organisations such as banking sectors persistently face situations that simultaneously require the management of two opposing conditions. The ever-evolving economic scenarios in the banking sector have led to seeking unique leadership beyond those with common styles like democratic, autocratic, *laissez faire*, transactional and transformational (Yukl, 2018). Ambidextrous leadership is an exceptional approach that suits organisations likely to deal with opposing scenarios simultaneously. Therefore, ambidextrous leadership implies an ability to operate on two levels of leadership at a time.

The capability to switch among options of leadership approaches as the situation demands is what is regarded as ambidexterity. It is, therefore, feasible that an affluent leader in the banking sector who faces a faces station could produce a team of employee highly innovative employees. Also, ambidextrous leadership is likely to adopt close leadership behaviour, which implies a leadership approach, taking corrective actions, setting procedures, and supervising people, groups, and divisions to attain objectives (Mayrowetz, 2018). This kind of leadership approach can put every employee on his/her toes and encourage higher performance, giving the organisation an edge over the competitive firm. In the banking sector, consistent effort from individuals, units or teams is required to respond to customers' unquenchable need for better services. Therefore, a close leadership approach can stimulate competitive advantage since all resources are always at the edge of performance. Pellegrini and Scandura (2019) stated that the close leadership style prioritises efficiency and minimising deviations in employee conduct, including following established procedures, enforcing regulations, monitoring goal attainment, and intervening as needed to correct any issues.

Open leadership behaviour is another ambidextrous approach opposite to closed leadership. It is a leadership behaviour where the leader encourages actions and allows experimentation with different task methods or tactics. Likewise, an open leader could allow varying thoughts, offering room for individual thoughts within a team and providing reinforcement for demanding, operating, and follow-up (Elloy & Alan, 2019). Thus, adopting open leadership behaviour could create room for branding positioning, where individual ideas that can lead to the best brand image and positioning are welcome. It is also possible that individual employees whose ideas were accepted for projecting brand image will play an active role in executing a business plan. In the banking sector, where brands are similar across branches of different banks, employees must be allowed to play active roles in selling their firm's brand to the external world, and the best leaders at such a crucial time are open leaders. It is also not impossible that a leader with an open approach could stimulate positive thinking in a novel course among workers, thereby leading to increasing performance among subordinates using different approaches, such as tolerating slip-ups, inspiring alternate means to complete responsibilities,

and encouraging employees to take calculated risks (Andreasen, 2018). All these could motivate employees to project brand image, especially in a bank where staff activities are presumed to be strictly regulated within working guidelines. Therefore, operating open leadership in banking may not be a bad idea as it allows individual creativity and deliberate input that can collectively push their product into more consumers.

Thus, the leadership mode or style is responsible for how individual employees could contribute toward organisational performance so that the bank can cope with global development trends (Bonham and Neck, 2020). Evidence from earlier analysts has shown that ambidextrous leadership behaviours correctly answer the question of who handles banking challenges best. Therefore, the study examines how ambidextrous leadership approaches influence deposit money bank performance in South-South Nigeria.

### **Statement of the Problem**

Organisational performance, especially in the banking sector, has received significant attention in business research because outstanding performance is the final result that every organisation seeks. Also, one of the factors identified to be responsible for organisational performance in a bank is leadership, which most literature puts at the central of every activity within an organisation. Thus, several administrative science and business researchers, especially those interested in the banking system, show that leadership style affects organisational excellence. Despite these impressive empirical efforts, there is still ongoing demand for better performance in banking through effective leadership style, which has recently turned attention to ambidextrous leadership. The emergent leadership concept, ambidextrous leadership, has attracted research attention, especially on how it affects business performance. However, there is an apparent shortage of studies examining ambidextrous leadership's effect on banking sector performance, especially in Nigeria. The outcomes from the few studies on ambidexterity leadership's effect on firm performance remain unclear, with diffused findings and conclusions. Some studies have doubted the human competence to switch between leadership behaviours without misleading followers or missing the way. Meanwhile, some studies suggest that ambidextrous leadership is the most suitable approach for organisations regarding coordination and performance. Therefore, it becomes imperative for this study to examine the effect of ambidextrous leadership and the performance of deposit money banks in south-south Nigeria.

### **Objectives of the Study**

The overarching goal of the research is to analyse how ambidextrous leadership impacts the performance of deposit money banks in the South-South region of Nigeria. Specific aims include: i) Evaluating how innovative leadership behaviour influences the innovativeness of deposit money banks in the South-South region of Nigeria and ii) Investigating how open leadership behaviour affects the brand position of deposit money banks in the South-South region of Nigeria.

### **Research Questions**

The research questions derived from the study objectives are as follows: How does innovative leadership behaviour influence the innovativeness of deposit money banks in the South-South region of Nigeria? Furthermore, how does open leadership behaviour impact the brand position of deposit money banks in the South-South region of Nigeria?

## **2. Review of Related Literature**

### **Ambidextrous Leadership**

The origins of ambidexterity can be attributed to Duncan (1976), as cited by Gerlach, Hundeling, and Rosing (2020), who first introduced the concept of organisational ambidexterity, referring to the coexistence of organisational structures to facilitate innovation (Tuan, Khai and Qian, 2019). Since then, empirical efforts

have tried to link ambidexterity with firm performance. Ambidexterity pertains to the capacity of an organisation or its leaders to engage in both the exploitation of existing capabilities and the exploration of prospects concurrently. Exploitation involves refining, enhancing efficiency, selecting, and implementing, while exploration involves searching, introducing variation, experimenting, and discovering (Voigt, 2020; Zacher and Rosing, 2019). Thus, ambidexterity leadership requires a leader to deal with two opposing groups simultaneously, such as seeking efficiency in the firm's performance and being flexible in handling employees' issues and requests. Zheng, Wu, Xie, and Xu (2019) discussed how organisational management often necessitates managers to address leadership situations characterised by opposing tensions or paradoxical features. This requires leaders to flexibly integrate and coordinate two contradictory yet complementary leadership behaviours to enhance their combined effects. It may seem unusual for leaders to simultaneously enforce strict standards as closing leaders while also tolerating mistakes as opening leaders. This contradictory yet complementary leadership approach is termed ambidextrous leadership (Cunha, Fortes, Gomes, and Rodrigues, 2020; Zheng et al., 2019). Previous studies have underscored that ambidextrous leadership involves managing contradictions and tensions between different leadership behaviours, adopting a "both-and" rather than "either-or" mindset (Cunha et al., 2020; Zheng et al., 2019; Coleman, 2019). Unlike single leadership styles, ambidextrous leadership requires consistently balancing opposites, unity, and mutual adaptation (Rosing, Frese, and Bausch, 2018; Alghamdi, 2020). By integrating two types of leadership behaviours, ambidextrous leadership is defined as "the ability to cultivate both opposing behaviours in followers by adjusting the variability in their behaviour and flexibly transitioning between them." Ambidextrous leaders can support their followers and steer the firm into performance by simultaneously managing two opposing conditions (Alghamdi, 2020). However, over the years, varied ambidextrous leadership behaviour has been traced and can include ingenious, opening, close, simultaneity, and androgynous leadership.

### **Ingenious leadership**

This is a scarce leadership trait that is difficult to emulate or replicate without deep leadership training and dedication. Schein, Mueller, Lituchy and Liu (2019) argued that ingenious leadership behaviour is among efforts to ensure that employees come up with ideas or skills they did not think they could ever gain. An ingenious leader can inspire people to do things they never thought possible. Previous studies have explored ambidextrous leadership from the perspective of power and influence on their subject and found that ambidextrous leads to ingenious leadership that has a strong effect on innovativeness among workers (Schein et al., 2019, Ehls, Polier and Herstatt, 2020).

Rialto, Marzi, Caputo, and Mayah (2020) used leadership smartness to study management dynamics in the organisation. The ingenious leadership reflects a paradox of autonomy versus control, where people are smartly guided through difficult processing stages. Thus, ingenious leadership refers to a participative leadership style that enables every team member to play a role in attaining goals. Such a leadership approach allows individual initiative in solving various organisational tasks. Over the years, ingenious leadership has attracted much attention concerning initiative productivity. In the banking sector, ingenious leadership may be required to drive innovative performance and develop unique services and products (Rialti et al., 2020).

Scholars have observed that ingenious leaders perform their roles uniquely to make employees follow their discretion easily. Inquisitiveness is one of the tools for ingenious leadership, which results in innovativeness in their followers (Vroom, 1997, cited in Schei et al., 2019). Ingenious leadership considers the individual peculiarity of employee and their upper hands compared to the others within the team. The consideration of ingenious leaders also focuses on how to turn the disadvantage of the respective employee into positivity so that collectively, the team could bring superb performance innovatively. The secret to the success of ingenious leadership is the awareness that opportunities do not happen. One has to create them. In this case,

it is less expected that workers will voluntarily be ready to perform exceptionally; only that the leader needs to guide them through the process to success outward. As an ingenious leader, there is no reason to sit around and wait for the next big thing to happen automatically within the firm. Instead, leaders encourage people around them to believe in their ideas, observations, and themselves and encourage them to be trendsetters (Rosing et al., 2018).

Innovative leaders often make bold decisions, even when they involve significant risks. These decisions may be intimidating, but ingenious leaders embrace them fearlessly and guide their followers through the uncertainties. According to Bonham and Neck (2020), employees are drawn to working for innovative leaders because of their consistently positive outlook. While positivity is valued, unrealistic expectations are not. Ingenious leaders expect their team members to excel and actively work towards enabling their success. Through compelling motivation, employees understand that perseverance can achieve what the leader envisions. Therefore, an innovative leader sets optimistic yet achievable goals to ensure the team feels accomplished through their efforts. Ingenious leadership entails creatively seeking optimal solutions, even if they deviate from the norm, and encouraging critical thinking to address every situational challenge (Ehls et al., 2020).

### **Innovativeness**

The desire for change within a business drives innovation. Change is inherent in every dynamic organisation and may manifest in various aspects of organisational development, often characterised by new management strategies. These changes significantly impact the production process. Technological advancements must be effectively managed to prevent them from becoming outdated and inadequate to meet the socio-economic needs of the population. Proper management of technological changes can lead to the physical expansion and growth of the business. Entrepreneurs' capability to enact change within their businesses creates opportunities for invention and innovation. A positive correlation exists between technological change, invention, and innovation. While many innovations stem from technological changes, not all changes result in innovation. According to Sipos and Ionescu (2019), innovation involves implementing or transforming new ideas into products, services, or process improvements within an organisation. It represents a continuous renewal process encompassing the entire enterprise and is a fundamental business strategy component.

Agboga and Wang (2021) suggest that innovation represents the process of transforming the finest ideas from individuals or teams into tangible realities, sparking creative insights and leading to a succession of innovative endeavours. It involves the generation of novel value propositions for customers. The prosperity of an entrepreneur hinges on their capacity to innovate. Innovation in entrepreneurship manifests in various forms, including introducing new financial services, distribution channels, products, and management methodologies. To foster practical innovation, entrepreneurs must ensure that their research and development capabilities are adequately equipped to undertake innovative activities encompassing fundamental and applied research efforts. Innovation consists of the generation of a new idea and its implementation into a new product, process or service, leading to the dynamic growth of the national economy, the increase in employment and the creation of pure profit for the innovative business enterprise. Sipos and Ionescu (2019) expressed that innovation is the key to the economic development of any company. Innovation becomes imperative due to technological changes; this invariably leads to a decrease in the sale of old products, thus negatively affecting the product industry. Innovation, however, is not a one-time phenomenon but a long and cumulative process of a significant number of organisational decision-making processes, ranging from the phase of generation of new ideas to its implementation. To Schumpeter, as cited by Soi (2019), innovation is introducing a new product or modification brought to an existing product, a new process of innovation in an industry, the discovery of a new market, developing new sources of supply with raw materials, and other changes in the organisation.

### **Open leadership**

Open leadership is one of the leadership behaviours unique to the ambidexterity approach. These leadership behaviours constitute a collection of actions involving motivating initiative, experimenting with diverse approaches, tasks, and concepts, fostering independent thinking, offering assistance for overcoming challenges, and leading, overseeing, and evaluating various business methodologies (Berries and Abidine, 2019). Going by the perspective held by Berraies and Abidine (2019), it can be argued that open leadership, such a leadership that gives room for individual inputs, can enhance the chances of a firm to position its brand in any market irrespective of completion. Rosing et al. (2018) asserted that one of the advantageous aspects of open leadership behaviours is their ability to inspire employees to think in novel ways, thereby fostering a greater diversity in subordinate behaviours. This may involve permitting mistakes, promoting alternative approaches to tasks, encouraging employees to take calculated risks, and enhancing the brand image and market position.

According to Alghamdi (2019), embracing open behaviours that amplify the diversity in subordinate actions through encouraging independent and innovative thinking can directly influence the overall distinctiveness of the firm's brand and its recognition in the market. Similarly, Berries and Abidine (2019) submitted, who say that open leadership differs from laissez-faire leadership, which lacks control. The open is truly ambidexterity because it allows open inputs to encourage individuals to do things differently or even experiment with them but with the guide and overall acceptance nodding from the leader. In this scenario, the open leader is ambidextrous because he could take conflicting input and refine it for better outcomes.

In a nutshell, the essence of an open leadership strategy revolves around building relationships of trust and mutual respect with those around the leader. When employees perceive their leader's values and prioritise their success, they tend to work harder and develop a more substantial commitment to the leader and the organisation (Raisch, Birkinshaw, Probst, and Tushman, 2019). Consequently, as team members recognise their leader's belief in them, they reciprocate that trust, leading to significant positive outcomes.

This approach to open leadership starkly contrasts with the autocratic style, which relies on power to command and coerce. According to Lubatkin et al. (2019), even if autocratic leaders do not intend to offend their subordinates, their failure to foster an environment of trust and mutual respect often results in a demotivated team that views the leader with suspicion and resentment. Elloy and Alan (2019) argue that in today's fiercely competitive economy, any effort by a manager to enhance the team's competitive advantage and foster positive energy in the workplace is worthwhile, especially when the method for achieving it is straightforward.

Open leadership behaviour involves encouraging subordinates to think and act differently, empowering them to experiment and think autonomously, and supporting their efforts to challenge the status quo (Miller, Zhao, and Calantone, 2018). Hence, the ambidexterity theory of leadership for innovation claims that open leadership behaviour results in subordinate exploration activities (Raisch et al., 2019).

### **Brand Position Positioning**

Brand positioning refers to the specific place that a brand or company holds in the minds of consumers and how it stands out from other products and competitors. Companies may position their products or brands by highlighting unique features (such as what they offer and how they function) or by creating a desirable image (affordable or premium, practical or luxurious, entry-level or high-end) through various marketing strategies. Once a brand establishes a strong position, it can be challenging to change it (Mayrowetz, 2018). According to Kosteljik and Alsem (2020), positioning is one of the most influential concepts in marketing. Initially, they focused on building a product's reputation and ranking among competitors' products. Positioning is now a regular marketing activity or strategy. A national positioning strategy can often be used or modified slightly to accommodate entering foreign markets.

Frazier and Tupper (2018) highlight that repositioning is a strategic decision commonly made by modern businesses. Repositioning aims to narrow or diminish the disparity between the firm's offerings and customer demand. Repositioning is an on-going process organisations undertake to adapt to the evolving business landscape. Decker and Borgen (2019) contend that product positioning is narrow because it focuses solely on the product, whereas marketing positioning targets consumers' perceptions. Frazier and Tupper (2018) assert that positioning is closely linked to perceived value. In marketing, value is defined as the discrepancy between a potential customer's assessment of the benefits and costs of a product compared to others. Value can manifest in various forms, including product benefits, features, style, and value for money. Sellers and Sottini (2016) note that while positioning refers to the brand image conveyed to consumers, which establishes a strong connection between customers and product attributes, repositioning is a strategy to alter the existing brand image perceived by customers. Thus, formulating and executing a repositioning strategy aims to narrow or diminish the gap between the product attributes desired by customers and the firm's offerings (Oksana, Oleksii, Fayvishenko, and Oksana, 2021). Repositioning strategy is also a conscious act that manufacturers undertake to adapt to the changing business environment (Oksana et al., 2021).

In a nutshell, repositioning is how a firm can change the consumers' perceptions of its brand concerning other competing enterprises. Moutinho (2021) states that repositioning a company encompasses more than just a marketing hurdle. It entails making tough choices regarding market dynamics and anticipating competitors' responses. These decisions must be frequently made with limited information, given that "volatility" implies unpredictable change. On the other hand, Oksana et al. (2021) noted that measuring positioning can be challenging, mainly because customer perceptions of a product may not have been quantitatively assessed. Shmygol et al. (2020) expressed that many companies are constantly reinvigorating their businesses and positioning them for growth. There is a constant need to innovate, reinvigorate, update, recalibrate, or fend off the competition to justify better why consumers patronise their products or services.

### **Performance of Deposit Money Banks**

Organisational performance is a multidimensional concept, especially in the banking sector, where competition leads to a continual need for shifting the goalposts for performance measures.

Organisational performance refers to the capacity to meet predetermined standards or objectives set by an organisation (Wolff & Pett, 2018). Pellegrini and Scandura (2019) expressed that jumping at a factor as a sufficient measure becomes difficult due to the multidimensionality of measuring performance. Thus, parlance encompasses various aspects of an organisation's outcomes, such as profitability, growth, and market share. Several factors contribute to firm performance, including organisational strategy, resources, and capabilities (Varis and Littunen, 2019). A bank is an organisation with several objectives to achieve irrespective of competitors. These factors encompass shareholders' returns, return on capital employed, market share, increased sales volume, and customer satisfaction. Organisational performance is defined by the firm or organisation's capability to meet the established standards for each objective. Thus, when conceptualising "organisational performance" in this manner, it is essential to recognise that the organisation operates within two distinct environments, each with its objectives to fulfil.

Elloy and Alan (2019) looked at business performance as "a set of management and critical procedures that allows the management of an organisation to accomplish one or more pre-selected goals". The definitions above show that for organisational performance to be measured, there must be a set goal through which one can determine whether either organisation has achieved its goal through employee activities. Also, there must be away to determine the actual output compared to the expected output. This shows that it is not enough for everyone to be doing something. It is to do something toward the organisational goal that can lead to performance. In the efforts to improve performance, organisations do take the aspect of human resource management very seriously.

Also, the communication network within an organisation is always made effective to ensure that vital information gets to the employee on time to improve productivity and boost the business's overall performance (Yukl, 2018). Firm performance is a complex concept assessed through various financial and non-financial metrics. Financial measures encompass sales, net asset value, and profits, while non-financial measures include workforce size, market share, and overall customer satisfaction. These indicators can be departmental, relating to production, finance, or marketing (Varis and Littunen, 2019). Both financial and non-financial objectives are crucial in evaluating a firm's performance, which reflects its efficiency and effectiveness. Performance indicators gauge the perceived performance relative to competitors. Trigo (2019) emphasised numerous aspects of business performance, utilising objective and subjective measures such as financial or market-based metrics like capacity utilisation, profitability, service quality, customer satisfaction, retention rates, and employee satisfaction. Therefore, the approaches to determining organisational performance can be broadly categorised into financial and non-financial assessment. Yao-Ping-Peng, Ku-Ho, Dennis and Peihua (2019) and Sandvik and Sandvik (2019) argued that in order to measure organisational performance, financial and non-financial performance have to be considered. However, Rosli and Sidek (2019) extended the financial and non-financial performance measurement constructs into four significant perspectives: financial, customer, internal processes, and employee development perspectives. The organisational performance concerning finance includes aspects such as profit, return on assets (ROA), return on equity (ROE) and economic value added (EVA). At the organisational level, corporate financial performance metrics consist of profits, capital market performance, shareholder returns, and product market performance (sales) (Elloy and Alan, 2019). Likewise, Otero-Neira, Lindman, and Fernández (2021) reasoned that "it is worth noting that perceptual measurement scales offer a broader scope to the definition of performance than the objective measurement scales." Therefore, perceptual measures encompass non-financial performance aspects such as customer satisfaction, customer retention, customer loyalty, and customer perceptions of a firm's image and service quality (Huseyin, Reha, and Sima, 2020). The non-financial approach assesses the output and productivity of an organisation without relying on monetary units (Raja and Wei, 2019). While many organisations prioritise controlling and measuring productivity in financial terms such as sales, revenue, and profit, leaders in most firms acknowledge that the intangible aspect of productivity, exemplified by non-financial performance measures, is where contemporary organisations compete. Some organisations gauge their performance based on customer service, believing that providing quality service will increase customer retention and profits (Sellers and Sottini, 2019). Competitive environments have become central to measuring organisational performance, including meeting customer expectations, customising services, engaging with the community, managing employees effectively, ensuring corporate sustainability, and adopting current practices. Traditional accounting-based systems for measuring performance are considered inadequate regarding timeliness, total quality measurement, and management effectiveness (Huseyin et al., 2020). However, non-financial performance measurement faces criticism regarding its subjectivity. Financial indicators, which predominantly focus on profitability (e.g., return on investment), are often seen as short-term measures, while long-term profitability for organisations is determined by non-financial elements such as quality, employee relations, and customer loyalty (Malik, 2019). Quality service, corporate image, customer loyalty, and product quality are not easily quantifiable and thus are preferred for non-financial measurement over financial indicators. Non-financial measures are flexible enough to capture the quality dimensions and the significance of quality to output (Huseyin et al., 2020). Joanna (2020) supports perceptual measures, facilitating industry comparisons more easily than financial indicators. Additionally, financial performance measures face challenges in acquiring objective data, as private companies are often unwilling to disclose accurate information publicly. Critics argue that financial measures are one-dimensional and provide limited insight (Huseyin et al., 2020). Thus, it can be concluded that



performance is a set of financial and non-financial indicators that offer information on the degree of achievement of objectives and results in line with predetermined organisational goals. As a result of changes in the operational strategies, performance can also change and require new judgment and interpretation.

### **Ingenious Leadership Behaviour and Innovativeness**

Ingenious leadership is an individual leader or manager capable of persuading or stimulating others to do things they could not ordinarily achieve. Earlier studies such as Elloy and Alan (2019) and Mayrowetz (2018) have explored ambidextrous leadership from the perspective of power and influence on their subject and found that ingenious leadership strongly affects innovativeness among employees. Guo, Yan, Wang and Zhen (2020) investigated the effect of leadership stylishness on management dynamism in different firms and found that ingenious leadership reflects a contradiction of autonomy versus control, where employees have to be stylishly guided through difficult stages of processing. Thus, ingenious leadership refers to a participative leadership style that enables every team member to play a role in attaining goals. Such a leadership approach allows individual initiative and innovation to provide the best solution to varied organisational tasks. Zahid et al. (2022) found that ingenious leadership directly influence job performance and overall innovativeness from employees. Thus, how leaders motivate people to do what they do not intend to do without complaining, with relative ease and total commitment, determinesthe ingeniousness of particular leaders. Zhuopin, Jiaqi, Xiaoying and Zhen (2022) maintained that there is a significant relationship between ingenious leadership style and the rate of innovativeness among employees. A similar finding was made earlier by Zacher and Rosing (2019), who found that the ingeniousness of the leader directly interacts with organisational policy to promote innovativeness in the firm. These findings consistently show that innovativeness is an outcome of inputs from management teams from firms. Ingenious leadership can guide employees consistently toward success without being deterred by cases of failure. The ingenious leadership are always enthusiasm in their leadership roles and always have better means of guiding their followers. Regarding ingenious leadership, all progress occurs outside the comfort zone (Zhuopin et al., 2022). Schindler (2019) found that ingenious leadership is required in the banking sector to drive innovative performance to arrive at services and products that uniquely meet customers' tastes. Earlier works such as Modumen (2019), Park (2019) and Hecht (2019) reiterated that innovative outcomes are highly possible when leaders in an organisation have ingenious leadership behaviour. Thus, the ingenious leader can be inclined toward uniquely playing unique roles to influence their follower, emulating their decision relatively quickly. Curiosity remains the primary instrument ingenious leaders use to earn innovativeness amidst their followers (Joshua et al., 2022). Ingenious leadership do show high consideration of individual distinctiveness among their followers compared to other members within their team. Ingenious leaders seek input from others; no man is an island.

Seeking input offers the ability to think in new and different ways, which could also bring up new angles and solutions regarded as innovative. Thus, success consists of going from failure to failure without loss of enthusiasm. The ingenious leadership practices allow for getting the best out of the team for the good of the whole through personal fulfilment and motivation for personal and business successes. The process toward the success story of any firm is interlinked. Belias et al. (2021) reported that ingenious leaders are always on their toes, ready to face and embrace what or whoever comes to them with ideas. If the leader is not listening, leading a team towards something is almost impossible. For ingenious leadership, the habits must be healthy because poor practices, protocols and procedures are fatal for personal and corporate successes. At all times, ingenious leaders are fully aware that opportunities do not ordinarily happen. It is the responsibility of the team and the leader to create opportunity. Therefore, it is less expected that employees will show readiness to perform remarkably; leaders only need to lead the way through the thick and thin of the entire process till

success is attained. Ingenious leaders do not fold their arms and expect automatic outcomes; instead, they encourage people around them to believe in their notions, opinions, and themselves. Such could encourage the employee to be among trendsetters in the firm, a feat they will all be proud of anytime they look back (Oluwafemi, 2020).

### **Open Leadership Behaviour and Brand Position**

Studies such as Gerlach, Hundeling and Rosing (2020), Jeffrey (2019), and Hecht (2017) believe that open leadership can position the brand in the market, while studies by Park (2019) and Mascareño, Eric and Barbara (2021) reiterated that open leadership could as well be repositioning the existing brand that seems losing its standing within others in the market.

Open leadership often encourages subordinates to challenge the status quo and take risks. Dimitrios (2021) stated that open leadership empowers followers to explore unconventional paths and discover innovative solutions, fostering alternative approaches to implementing ideas. Thus, it allows followers to seek unlikely paths that require the provision of necessary resources such as time and other supports that can enhance the attainment of uncommon processes and such efforts could offer the product better chances in the market. Today's entrepreneurial trend is closely linked to job creation, and within the framework of open leadership behaviours, it enables a shift from standardised job descriptions to personalised task management through autonomy. This approach grants employees the authority to determine when and how they perform their tasks, allowing them to modify certain aspects of their work and define the scope and content of their job responsibilities while leaders oversee to ensure that these variations contribute to the brand's competitiveness in the market (Dimitrios, 2021). Overall, open leadership behaviour encompasses a range of actions, including encouraging experimentation, providing autonomy, and supporting the challenge of outdated methods and procedures. Among these behaviours is encouraging innovative thinking to diversify employee behaviours, such as permitting mistakes and promoting alternative approaches to achieving goals, thus encouraging risk-taking (Gerlach et al., 2020). These practices may foster individual engagement and enhance overall organisational performance. Open leadership behaviours can nurture employee creativity by increasing diversity and granting autonomy, which is essential for fostering innovation (Hughes, 2019). Leaders often do not possess superior knowledge or information about every aspect of innovation compared to their followers; hence, the impact on the brand and its position can be significant (Zacher and Wilden, 2019). Typically, expertise is distributed among employees with detailed knowledge about the innovation process and the brand's uniqueness (Mascareño et al., 2021). Consequently, such employees require a high degree of autonomy to facilitate the exploration of new ideas (Gerlach et al., 2020).

## **2.2 Theoretical Review**

This study is hinged on adaptive theory, a punctuated theory of leadership. These theories complementarily explain how ambidextrous leadership behaviour can impact organisational performance.

### **2.2.1 Adaptive theory**

The adaptation theory was propounded by Marty Linsky and Ronald Heifetz in 1967. The adaptation theory assumes that humans try to adapt their behaviour to their environment to amass the benefits within their society. Thus, the adaptation theory expects a leader who can switch leadership behaviour in response to the needs of the circumstances. The adaptation theory expresses that leadership has to look in two directions for every issue to adequately address issues within an organisation. March (2016) suggests that adaptive leadership enables individuals and organisations to adjust and excel when confronted with challenges, preparing them to navigate through periods of change. This leadership style entails identifying, interpreting, and developing strategies to create capacities that align with the organisation's goals and ambitions.

This theory applies to the current study since leaders must define behaviour suitable for every situation to explore and exploit simultaneously. Ambidextrous leadership is adaptive because it concerns actions taken in different dimensions irrespective of their opposing nature. Like most leaders, adaptive leadership primarily revolves around making significant decisions. However, what sets this leadership style apart is its receptiveness to feedback, preparedness for inevitable changes, proficiency in handling adaptive challenges, and flexibility to adjust course as needed. Adaptive leadership is also differentiated by the nature of the challenges it tackles. While technical challenges are addressed with one-time solutions, adaptive challenges require ongoing efforts and may necessitate organisational cultural transformations. The adaptive theory matches different ambidextrous leadership behaviours such as ingenious leadership, which smartly guides others; open leadership that takes feedback; close leadership that ensures the attainment of set organisational goals; the ingenious leadership that leads with smartness and androgynous leaders that operate within affectionate and assertive. Yukl and Mahsud (2019) stated that an adaptive leader guides and fosters creativity and innovation consistent with the organisation's goals and objectives.

### **2.2.2 Punctuated Equilibrium Theory**

According to punctuated equilibrium theory, organisational transformation is a focal point of interest. This theory posits that a firm experiences a period of equilibrium for a particular duration before transforming due to external and internal factors. Following this transformation, the firm returns to a stable state for an unspecified period (Miller and Friesen, 1983, 1984; Tushman and Romanelli, 1985). Transitioning the firm from exploitation, which represents stability, to an unstable state requires more than external pressure. The systems employed for exploitation tend to resist change significantly, and the learning process often leads to a high degree of idiosyncrasy. Therefore, managers must identify and invest in the necessary capabilities, taking deliberate actions to achieve these objectives (Tushman and Romanelli, 1985).

Consequently, managerial decisions regarding developing specific or multiple capabilities concurrently are strategic. This section delves into the balance between exploration and exploitation and its impact on organisational performance, considering the dynamic capabilities of leaders within the organisation. This theory buttressed the opening and closing leadership related to the firm's performance, which are this study's main hypotheses.

## **2.3 Empirical Review**

### **Ingenious Leadership Behaviour and Innovativeness**

Mohamed and Zaid (2021) carried out an empirical study to determine the strategic performance of the Iraqi ministry of foreign affairs through ambidextrous leadership. The overarching goal of the research was to evaluate the performance of the Iraqi Ministry of Foreign Affairs using ambidextrous leadership. The study was based on a survey research design. The study randomly sampled 45 middle management staff in the Iraqi ministry of foreign affairs. A structured questionnaire was employed to gather data, and the collected data were analysed using two statistical software packages (SPSS V.24 & AMOS V.24). Various statistical methods, including weighted arithmetic mean, standard deviation, simple and multiple selection coefficient, relative repeatability, sample adequacy test, confirmatory factor analysis, and relative importance, were utilised for analysis. The findings revealed the adoption of ambidextrous leadership to effective management and operational activities in the Iraqi Ministry of Foreign Affairs.

Similarly, open leadership behaviours have a direct influence on the content, while closed leadership behaviours have a direct impact on ministry operations. The research concluded that the utilisation of ambidextrous leadership has a direct effect on adept leadership behaviours in strategic performance. The study suggested that the State Department should implement closed-door leadership behaviours for strategic performance. It is noteworthy that the study focused on the Iraqi Ministry of Foreign Affairs, a public organisation, unlike the current study, which seeks to examine the impact of ambidextrous leadership on the performance of deposit money banks in South-South Nigeria. Also, the current study extends its objectives beyond ingenious leadership to other ambidextrous leadership, such as open and closing, simultaneity, and androgynous leadership. Therefore, the current study is expected to yield unique outcomes regarding how ambidexterity leadership affects the performance of deposit money banks in Nigeria, especially those in south-south Nigeria.

Guo, Yan, Wang, and Zhen (2020) researched to explore the impact of ambidextrous leadership on employee work outcomes. The primary objective was to investigate how the congruence and incongruence of two seemingly conflicting leadership styles influence employee performance. Employing a survey research design, the study randomly selected 301 employees from small-scale manufacturing firms in China. Polynomial regression and surface analysis methods were utilised to examine the effects of congruent and incongruent loose and tight leadership techniques. Findings revealed that congruent ambidextrous leadership leads to higher quality leader-member exchange and that robust, loose and tight leadership positively influences performance quality.

Moreover, the study demonstrated that quality mediates the relationship between ambidextrous leadership congruence/incongruence and employee work outcomes. The study recommended that the performance workers implement an ambidexterity leadership approach. The reviewed study was conducted among small-scale manufacturing firms in China. The study, however, was restricted to only ingenious leadership, unlike the current study that intends to ascertain the effect of ambidextrous leadership on the performance of deposit money banks in south-south Nigeria. Also, the current study extends its objectives beyond ingenious leadership to other ambidextrous leadership, such as open and closing, simultaneity, and androgynous leadership. Therefore, the current study is expected to yield unique outcomes regarding how ambidexterity leadership affects the performance of deposit money banks in Nigeria, especially those in south-south Nigeria. Alghamdi (2019) examined the interaction effect between ambidextrous leadership and ambidextrous employees on employee innovative performance in garment industries in India. The study's broad objective was determining the leadership opening and closing behaviour on workers' innovativeness. The study randomly sampled 218 respondents comprised of 32 top management and 186 mid-management staff. The study used a structured questionnaire and interview guide for data collection. The study used linear regression for data analysis at a 0.05 significance level. The study found that ambidextrous leadership interacted significantly with ambidextrous employees to influence innovative performance among workers in garment industries in India. The study established that ambidextrous employees responded appropriately to the leadership directive due to ambidextrous traits. The study concluded that leader opening and closing behaviours foster high levels of employee exploration and exploitation behaviours. Hence, motivated employee innovative performance. The study recommended that ambidextrous leaders must understand their followers (employees) to influence innovative performance. This study was conducted in garment industries in India, unlike the current study, which intends to be conducted in a deposit money bank in south-south Nigeria.

### **Open Leadership Behaviour and Brand Position**

Joshua et al. (2022) conducted an empirical study to explore the relationship between ambidextrous sustainability and organisational performance in hybrid organisations represented by Swedish municipal housing corporations.

The study's primary aim was to investigate the relationship between ambidextrous sustainability and organisational performance within hybrid organisations, specifically Swedish municipal housing corporations, and to explore how the organisational structure of these entities influences this relationship. The research employed a descriptive survey design involving a random sample of 240 Swedish municipal housing corporation employees. Data were collected through surveys distributed to management team members, financial and non-financial archival data, interviews with the management team and board members, and observations of meetings involving the management team and board of directors. Quantitative data were analysed using descriptive statistics, correlation analysis, and linear multiple regression analysis with a significance level of 0.05, while qualitative data were analysed using deductive thematic analysis. Results indicated that ambidextrous sustainability, characterised by an alignment between explorative and exploitative orientations towards sustainability, exhibited a weakly positive association with financial performance and a positive association with social performance in Swedish municipal housing corporations. Additionally, the study found that a high level of structural element connectedness weakened the relationship between ambidextrous sustainability and financial performance, whereas a lower level of connectedness reinforced and strengthened this relationship. Ultimately, the study concluded that an interaction exists between the board of directors and the ambidextrous management approach within hybrid organisations. The study recommended that top management staff employees use an ambidextrous style to enhance the sustainability of hybrid Swedish municipal organisations. The reviewed study was conducted among hybrid organisations in Sweden, while the current study will focus on the effect of ambidextrous leadership on the performance of deposit money banks in South-South Nigeria.

Shola (2020) examined the association between ambidextrous and leadership efficiency in modern African industries. The overarching aim of the research was to investigate the potential connections between ambidexterity, personality traits, emotional intelligence, and adaptive and flexible leadership, focusing on their impact on firm efficiency. The study was based on secondary data from an intensive review of previous studies across various firms. The study found significant relevancy in effectiveness among ambidextrous leadership, emotional intelligence, and adaptive and flexible firm performance. However, personality traits showed no relationship to ambidextrous leadership. The study concluded that ambidextrous leadership influence other leadership traits. The study recommended that leadership in African indigenous firms required an ambidexterity approach. The reviewed study was conducted across modern industries in Africa without a specific focus. It makes the finding too general for proper application since each firm and sector has its peculiarity that may work well with a particular leadership style or behaviour. Therefore, the current study will set its focus on deposit money banks in South-South, Nigeria, and the ambidextrous leadership behaviour will be extended to include ingenious, open, close, simultaneity and androgynous concerning performance of deposit money banks in South-South, Nigeria.

Oluwafemi (2020) conducted an empirically reviewed study to examine how ambidextrous leadership influences small and medium-sized firms' business. The broad objective was to empirically study how ambidextrous leadership impacts SMEs' performance based on previous works. The study was based on an ex-facto research design. Thirty-six relevant empirical workers were reviewed, and data was thematically analysed. The findings from the study revealed that opening and closing leadership behaviours predicted employee explorative and exploitative innovation behaviours, respectively, above all other control variables.

The study established that open leadership influenced firm performance. It was concluded that ambidextrous leadership influenced SMEs' performance. The study recommended that most firms, regardless of size, adopt ambidextrous leadership. This reviewed study was based on previous studies on open leadership and firm performance, while the current study will extend ambidexterity leadership to others, such as ingenious, open, close, simultaneity, and androgynous leadership.

### 3. METHODOLOGY

The study adopted a survey research design, which was used because it combines qualitative and quantitative approaches. This research design method is commonly applied in administrative and social sciences research because of the complex relationship between variables. The study adopted a descriptive survey design to generate the primary data through a structured questionnaire.

**The Study population consists of 2215 employees of deposit money banks comprised of** management and non-management staff in each of their headquarters in south-south Nigeria. The researchers had purposely picked three each from international and national licenced deposit money banks as they met the requirements of the study.

#### Population distribution

Bank name	Mgt/Senior staff	Non-Mgt/Junior Staff	Total
Access Bank Plc	84	348	432
First Bank Plc	93	317	410
Zenith BankPplc	89	278	367
Stanbic IBTC Ltd	74	278	352
Sterling Bank Ltd	58	275	333
Wema Bank Plc	67	254	321
<b>Total</b>	<b>465</b>	<b>1750</b>	<b>2215</b>

**Source:** HR Dept of the selected deposit money bank in South-South, Nigeria.

#### Determination of Sample Size

The sample size representing the entire population was determined since it is difficult to study due to some factors. The population of the study, which is finite, the sample was determined using the formula by Freud and Williams (1983). This yielded a representative sample for proportions. See the formula and computation as follows:

$$n = \frac{Z^2 N p q}{N e^2 + Z^2 p q}$$

Where:

n = the sample size

N = population

p = probability of success

q = probability of failure

Z = Z- Score Value

e = error margin

Therefore,  $n = \frac{Z^2 N p q}{N e^2 + Z^2 p q}$

$$n = \frac{(1.96)^2 (2215) (0.5) (0.5)}{2215 (0.05)^2 + (1.96)^2 (0.5) (0.5)}$$

$$n = \frac{2127}{6.495}$$

$$n = 327.5$$

$$n = 328$$

**Sampling Technique** A proportionate stratified sampling method was adopted to represent the designated banks properly. A stratified sampling method involves the division of the population into classes or groups, with each group or stratum having some definite (similar) characteristics or features.

Thus, using  $Q = A/N \times n/1$

Where: Q = the number of questionnaires allocated to each bank.

A = the population of each bank.

N = the total population of all the banks.

n = the estimated sample size used in the study.

Thus, to select the sample size for each bank, we proceed as follows: If 2215 gave a sample of 328, then

$$\text{Access Bank was } Q = \frac{328}{2215} \times \frac{432}{1} = 64$$

$$\text{First Bank was } Q = \frac{328}{2215} \times \frac{410}{1} = 61$$

$$\text{Zenith Bank was } Q = \frac{328}{2215} \times \frac{367}{1} = 54$$

$$\text{Stanbic Bank was } Q = \frac{328}{2215} \times \frac{354}{1} = 52$$

$$\text{Sterling Bank was } Q = \frac{328}{2215} \times \frac{333}{1} = 49$$

$$\text{Wema Bank was } Q = \frac{328}{2215} \times \frac{321}{1} = 48$$

**Table 3.2: Allocation of Sample Size**

S/N	Bank	Population	Sample for Mgt Staff	Sample for Junior Staff	Total
1	Access Bank Plc	432	84/432 x 64=12	348/432 x64=52	64
2	First Bank Plc	410	93/410 x 61= 14	317/410 x61=47	61
3	Zenith Bank Plc	367	89/367 x 54= 13	278/367x54= 41	54
4	Stanbic IBTC Ltd	352	74/352 x 52= 11	278/352x 52=41	52
5	Sterling Bank Ltd	333	58/333 x 49= 9	275/333x 49=40	49
6	Wema Bank Plc	321	67/321 x 48= 10	254/321x48=38	48
	<b>Total</b>	<b>2215</b>	<b>69</b>	<b>259</b>	<b>328</b>

Source: Researchers computation, 2024

Therefore, a total of 328questionnaires were served on the sample size.

**Research Hypotheses**

Ha:1 Ingenious leadership behaviour promotes innovativeness among deposit money banks in South-South, Nigeria.

Ha:2 Open leadership behaviour significantly affects the brand position of deposit money banks in South-South, Nigeria.

**4.Data Presentation, Analyses and Discussion of Results**

**Data Presentation** This section deals with presenting data collected during the study. The responses from the questionnaire were analysed based on percentages and subjected to statistical tools, which enabled the testing of the formulated hypotheses.

**Table 4.1 Indigenous leadership behaviour in deposit money banks in south-south Nigeria**

Statement	Responses	Frequency	Percentage	Mean	Std Div.
I believe leadership in my firm have unique ways of making individual workers attainthe peak of his/her performance	SD	46	14.6	3.09	1.28
	D	83	26.3		
	U	7	2.2		
	A	157	49.7		
	SA	23	7.3		
In most cases, my manager usually comes up with ideas that could solve any puzzle task	SD	31	9.8	3.32	1.26
	D	79	25.0		
	U	7	2.2		
	A	155	49.1		
	SA	44	13.9		
The manner of leadership style in my firm, employees have no difficulty in achieving any set target	SD	38	12.0	3.22	1.30
	D	83	26.3		
	U	7	2.2		
	A	146	46.2		
	SA	42	13.3		
In my firm, no matter how novel a task is, our manager always has ways of making it attainable for the team	SD	48	3.08	3.08	1.29
	D	81			
	U	7			
	A	157			
	SA	23			
One could notice our manager'sinput in achieving every breath-taking action in my bank	SD	32	10.1	3.36	1.25
	D	69	21.8		
	U	13	4.1		
	A	158	50.0		
	SA	44	13.9		

**Source:** Field survey 2023

Table 4.1 shows the ingenious leadership behaviour in deposit money banks in South-South, Nigeria. Less than half, 46 (14.6%), strongly disagreed that leadership in their banks have unique ways of making individual workers effortless to attainthe peak of his/her performance, 83 (26.3%) disagreed, 7 (2.2%) were neutral, 157 (49.7%) agreed while 23 (7.3%) strongly agreed. The mean value of 3.09 > 3 Likert benchmark and standard deviation of 1.28 < the mean shows that the respondents agreed with the statement. Similarly,



31 (9.8%) strongly disagreed that their manager, in most cases, usually comes up with the idea that could solve any puzzle task, 79 (25.0%) disagreed, 7 (2.2%) could not decide, 155 (49.1%) agreed while 44 (13.9%) strongly agreed. The mean value of 3.32 > 3 Likert benchmark and standard deviation of 1.26 < the mean shows that the statement is true. Less than half, 38 (12.0%), strongly disagreed with the manner of leadership style in their firms; they do not have difficulty achieving any set target; 83 (26.3%) disagreed; 7 (2.2%) could not decide; 146 (46.2%) agreed while 42 (13.3%) were strongly agreed. The mean value of 3.22 > 3 Likert benchmark and standard deviation of 1.30 < the mean shows that the statement is true. Also, 48 (15.2%) strongly disagreed that in their firm, no matter how novel a task is, their manager always has ways of making it attainable for the team, 81 (25.6%) disagreed, 7 (2.2%) were neutral, 157 (49.7%) agreed while 23 (7.3%) strongly agreed. The mean value of 3.08 > 3 Likert benchmark and standard deviation of 1.29 < the mean shows that the statement is true. Less than half 32 (10.1%) strongly disagreed that they could notice their manager inputs in achieving every breath-taking action in their banks, 69 (21.8%) disagreed, 13 (4.1%) could not decide, 158 (50.0%) agreed while 44 (13.9%) strongly agreed. The mean value of 3.36 > 3 Likert benchmark and standard deviation of 1.25 < the mean shows that the statement is true.

**Table 4.2. Innovativeness in Deposit Money Banks in south-south Nigeria**

Statement	Response	Frequency	Percentage	Mean	Std Div
in my bank, new idea for every practice is highly recognised	SD	32	10.1	3.66	1.20
	D	33	10.4		
	U	10	3.2		
	A	178	56.3		
	SA	63	19.9		
It is always the standard of my bank to improve the quality of our services everyday	SD	34	10.8	3.49	1.19
	D	44	13.9		
	U	10	3.2		
	A	189	59.8		
	SA	39	12.3		
We always make an effort to ensure that services are better provided daily	SD	25	7.9	3.47	1.16
	D	60	19.0		
	U	13	4.1		
	A	179	56.6		
	SA	39	12.3		
The complains about our services by	SD	25	7.9		

customers are always considered for service improvement on the second day	D	37	11.7	3.71	1.15
	U	7	2.2		
	A	184	58.2		
	SA	63	19.9		
In my bank, we always try to do things differently from other banks	SD	46	14.6	3.14	1.38
	D	88	27.8		
	U	10	3.2		
	A	119	37.7		
	SA	53	16.8		

**Source: Field survey 2023**

Table 4.2. shows the innovativeness of Deposit Money Bank in South-South, Nigeria. It is observed in the table that 32 (10.1%) of the respondents strongly disagreed that in their bank, a new idea for every practice is highly recognised, 33 (10.4%) disagreed, 10 (3.2%) could not decide, 178 (56.3%) agreed while 63 (19.9%) strongly agreed. The mean value of 3.66 > 3 Likert benchmark and standard deviation of 1.20 < the mean shows that the statement is true. Less than half 34 (10.8%) strongly disagreed that It is always standard of their banks to improve on the standard of their services every day, 44 (13.9%) disagreed, 10 (3.2%) were neutral, 189 (59.8%) agreed while 39 (12.3%) strongly disagreed. The mean value of 3.49 > 3 Likert benchmark and standard deviation of 1.19 < the mean shows that the statement is true. Similarly, 25 (7.9%) strongly disagreed that they always make an effort to ensure that services are better provided daily, 60 (19.0%) disagreed, 13 (4.1%) could not decide, 179 (56.6%) agreed while 39 (12.3%) strongly agreed. The mean value of 3.47 > 3 Likert benchmark and standard deviation of 1.16 < the mean shows that the statement is true. Also, 25 (7.9%) strongly disagreed that the complains about their services by customers are always considered for services improving on the second day, 37 (11.7%) disagreed, 7 (2.2%) could not decide, 184 (58.2%) agreed while 63 (19.9%) strongly agreed. The mean value of 3.71 > 3 Likert benchmark and standard deviation of 1.15 < the mean shows that the statement is true. Less than half 46 (14.6%) strongly disagreed that in their banks, they always try to do things differently to other banks, 88 (27.8%) disagreed, 10 (3.2%) could not decide, 119 (37.7%) agreed while 53 (16.8%) strongly agreed. The mean value of 3.14 > 3 Likert benchmark and standard deviation of 1.38 < the mean shows that the statement is true.

**Objective two**

**Table 4.3 Open leadership behaviour in deposit money banks in South-South Nigeria.**

Statement	Responses	Frequency	Percentage	Mean	Std Div
In some cases, my manager allows individual staff to take action as he/she feels it suits the situation	SD	34	10.8	3.55	1.12
	D	97	30.7		
	U	10	3.2		
	A	147	46.5		
	SA	62	19.6		
My manager creates room for individual initiative that can make the services better	SD	34	10.8	3.14	1.22
	D	90	28.5		
	U	13	4.1		
	A	156	49.4		
	SA	23	7.3		
Inputs are requested and accepted by each member of staff towards the attainment of any given project	SD	23	7.3	3.12	1.25
	D	119	37.7		
	U	10	3.2		
	A	124	39.2		
	SA	40	12.7		
Sometimes, the encouragement from the manager pushes me to try new ideason the job	SD	37	11.7	3.25	1.23
	D	73	23.1		
	U	13	4.1		
	A	166	52.5		
	SA	27	8.5		
It is a norm for our manager to encourage alternative means of accomplishing tasks and motivating workers to take risk	Sd	15	4.7	3.36	1.19
	D	97	30.7		
	U	7	2.2		
	A	154	48.7		
	SA	43	13.6		

**Source: Field survey: 2023**

Table 4.3 shows the open leadership behaviour in Deposit Money Bank in South-South, Nigeria. Information in the table showed that 97 (30.7%) of the respondents disagreed that, in some cases, their managers allow an individual to staff to action as he/she feels it suits the situation, 10 (3.2%) could not decide, 147 (46.5%) agreed while 62 (19.6%) strongly agreed. The mean value of 3.55 > 3 Likert benchmark and standard deviation of 1.12 < the mean shows that the statement is true. Similarly, 34 (10.8%) strongly disagreed that their managers create room for individual initiative that can make the service better, 90 (28.5%) disagreed, 13 (4.1%) could not decide, 156 (49.4%) agreed while 23 (7.3%) strongly agreed. The mean value of 3.14 > 3 Likert benchmark and standard deviation of 1.22 < the mean shows that the statement is true. Less than half, 23 (7.3%), strongly disagreed that inputs are requested and accepted from each member of staff toward the attainment of any given project, 119 (37.7%) disagreed, 10 (3.2%) could not decide, 124 (39.2%) agreed while 40 (12.7%) strongly agreed. The mean value of 3.12 > 3 Likert benchmark and standard deviation of 1.25 < the mean shows that the statement is true. Also, 37 (11.7%) strongly disagreed that the encouragement from a manager pushes them to take a trial of a new idea at a job, 73 (23.1%) disagreed, 13 (4.1%) could not decide, 166 (52.5%) agreed while 27 (8.5%) strongly agreed. The mean value of 3.23 > 3 Likert benchmark and standard deviation of 1.23 < the mean shows that the statement is true. Similarly, 53

(16.8%) strongly disagreed that their managers' behaviour stimulates thinking among employees in a new direction, 63 (19.9%) disagreed, 10 (3.2%) could not decide, 163 (51.6%) agreed while 27 (8.5%) strongly agreed. The mean value of 3.15 > 3 Likert benchmark and standard deviation of 1.31 < the mean shows that the statement is true.

**Table 4.4 Brand Position in Deposit Money Banks in South-South, Nigeria**

Statement	Responses	Frequency	Percentage	Mean	Std Div
As a measure to keep our brand above others, our bank customised its services to suit the customs of a host community	SD	28	8.9	3.40	1.26
	D	43	13.6		
	U	10	3.2		
	A	175	55.4		
	SA	60	19.0		
It is in our practice to ensure that the customers' tastes are considered in our method of providing services.	SD	41	13.0	3.41	1.26
	D	47	14.9		
	U	10	3.2		
	A	176	55.7		
	SA	42	13.3		
Special attention is usually placed on services to ensure that they align with taste of customers	SD	31	9.8	3.40	1.26
	D	70	22.2		
	U	7	2.2		
	A	158	50.0		
	SA	50	15.8		
We always give precedence to service benefits for customers' value	SD	27	8.5	3.66	1.17
	D	38	12.0		
	U	10	3.2		
	A	181	57.3		
	SA	60	19.0		
The change in business environment is always in our customer consideration to ensure customer satisfaction	SD	47	14.9	3.36	1.22
	D	36	11.4		
	U	10	3.2		
	A	203	64.2		
	SA	20	6.3		

**Source: Field survey, 2023**

Table 4.4 shows the brand position of Deposit Money Bank in South-South Nigeria. The table revealed that 28 (8.9%) of the respondents strongly disagreed that as a measure to keep their brand above others, their bank's customers its services to suit the custom of the hosting community, 43 (13.6%) disagreed, 10 (3.2%) could not decide, 175 (55.4%) agreed while 60 (19.0%) strongly agreed. The mean value of 3.62 > 3 Likert benchmark and standard deviation of 1.19 < the mean shows that the statement is true. Similarly, 31 (9.8%) strongly disagreed that special attention is usually placed on services to ensure that it is aligned with the taste of customers, 70 (22.2%) disagreed, 7 (2.2%) could not decide, 158 (50.0%) agreed while 50 (15.8%) strongly agreed. The mean value of 3.40 > 3 Likert benchmark and standard deviation of 1.26 < the mean shows that the statement is true. Also, 41 (13.0%) strongly disagreed that it is in their practices to ensure the taste of the customers is considered in their method of providing services, 47 (14.9%) disagreed, 10 (3.2%) could not decide, 176 (55.7%) agreed while 42 (13.3%) strongly agreed. The mean value of 3.41 > 3 Likert

benchmark and standard deviation of 1.26 < the mean shows that the statement is true. In the same vein, 27 (8.5%) strongly disagreed that they always give precedence to service benefits for customer value, 38 (12.0%) disagreed, 10 (3.2%) could not decide, 181 (57.3%) agreed while 60 (19.0%) strongly agreed. The mean value of 3.66 > 3 Likert benchmark and standard deviation of 1.17 < the mean shows that the statement is true. Less than half, 47 (14.9%), strongly disagreed that the changes in the business environment are always in their consideration to ensure customer satisfaction, 36 (11.4%) disagreed, 10 (3.2%) could not decide, 203 (64.2%) agreed while 20 (6.3%) strongly agreed. The mean value of 3.36 > 3 Likert benchmark and standard deviation of 1.22 < the mean shows that the statement is true.

### 4.3 Hypotheses Testing

#### Hypothesis One/Objective One

Ho:1 Ingenious leadership behaviour does not promote innovativeness among deposit money banks in South-South Nigeria.

Ha:1 Ingenious leadership behaviour promotes innovativeness among deposit money banks in South-South, Nigeria.

**Table 4.3.1: Ingenious Leadership Behaviour on Innovativeness among Deposit Money Banks in South-South, Nigeria**

r = 0.630								
R <sup>2</sup> = 0.397								
Model	Unstandardised Coefficient		Standardised Coefficient	t	P-value	95.0% confidence interval for B		
	B	Std Error	Beta			Lower Bound	Upper Bound	
1	(constant)	6.499	.788					
	Ingenious Leadership Behaviour	.486	0.34	.630	14.381	.000	.419	.552
a. Dependent variable: Innovativeness								

**Result Summary** Beta = 0.486, t = 14.381, p – value < 0.001, r = 0.630, R<sup>2</sup> = 0.397

#### Interpretation of the Result

Table 4.3.1 shows the influence of Ingenious Leadership Behaviour on Innovativeness among Deposit Money Banks in South-South Nigeria. The table showed that a unit increase in ingenious leadership behaviour would result in a significant 0.486 increase in innovativeness (p < 0.05). Also, 39.7% variations in innovativeness

were determined by ingenious leadership behaviour, and there is a strong positive association between ingenious leadership behaviour and innovativeness among Deposit Money Banks in South-South Nigeria ( $r = 0.630$ ).

**Decision Rule** If the p-value is less than 5% (0.05) significance level, the null hypothesis is rejected. However, the null hypothesis is accepted if the p-value is more significant than the 5% (0.05) significance level.

**Decision** P-value less than 0.05, the null hypothesis was rejected. It is then concluded that ingenious leadership behaviour promotes innovativeness among deposit money banks in South-South Nigeria.

**Hypothesis Two/Objective Two**

Ho:3 Open leadership behaviour does not significantly affect the brand position of deposit money banks in South-South Nigeria.

Ha:3 Open leadership behaviour significantly affects the brand position of deposit money banks in South-South, Nigeria.

**Table 4.3.3: Open Leadership Behaviour on Brand Position of Deposit Money Banks in South-South, Nigeria**

r = 0.023											
R <sup>2</sup> = 0.001											
Model	Unstandardised Coefficient		Standardised Coefficient	t	P-value	95.0% confidence interval for B					
	B	Std Error	Beta			Lower Bound	Upper Bound				
1	(constant)	18.243	1.921					9.494	.000	14.462	22.023
	Open Leadership Behaviour	-.040	.097	-.023				-.415	.678	-.232	.151
a. Dependent variable: Brand Position											

**Result Summary** Beta = -0.040, |t| = 0.415, p - value = 0.678, r = 0.023, R<sup>2</sup> = 0.001

**Interpretation of the Result**

Table 4.3.3 shows the effect of open leadership behaviour on brand position among Deposit Money Banks in South-South, Nigeria. The table showed that a unit increase in open leadership behaviour would result in an insignificant 0.040 decrease in brand position ( $p > 0.05$ ). Also, 0.1% variations in brand position were determined by open leadership behaviour, and there is no association between open leadership behaviour and brand position among Deposit Money Banks in South-South, Nigeria ( $r = 0.023$ ).

**Decision Rule** If the p-value is less than 5% (0.05) significance level, the null hypothesis is rejected. However, the null hypothesis is accepted if the p-value is more significant than the 5% (0.05) significance level. **The decision** P-value is more significant than 0.05, and the null hypothesis was accepted. It was concluded that open leadership behaviour does not significantly affect brand position among deposit money banks in South-South Nigeria.

#### 4.4 Discussion of Results

This section discusses the research results based on the data analysed and hypotheses tested, which are discussed in line with the research objectives.

##### 4.4.1 Determine Ingenious Leadership Behaviour's Effect on Deposit Money Banks' Innovativeness in South-South Nigeria.

The research revealed that ingenious leadership behaviour fosters innovation within Deposit Money Banks in South-South, Nigeria. A significant and positive connection exists between ingenious leadership behaviour and the promotion of innovation. The study underscores the critical role of ingenious leadership in driving innovation within the banking sector. These outcomes align with the fundamental concept of ambidextrous leadership, which encompasses leadership styles that combine exploration and exploitation strategies. The findings indicate that incorporating this ambidextrous approach, where leaders demonstrate innovative thinking and efficiency-driven qualities, can significantly enhance organisational outcomes. This corresponds with the research conducted by Mohamed and Zaid, which emphasised the influence of ambidextrous leadership on overall organisational performance.

Additionally, it resonates with Guo, Yan, Wang, and Zhen's study on Ambidextrous Leadership and Employee Work Outcomes in Small Scale Manufacturing Firms in China, even though the industry and context differ, highlighting the enduring significance of ambidextrous leadership. The notion that leadership styles should incorporate elements of both exploration and exploitation to achieve superior outcomes is consistently reflected in the concept of ambidextrous leadership. Furthermore, it aligns with Alghamdi's study, which emphasised that leaders must comprehend their followers to influence innovative performance positively. The findings from this study lend substantial support to the idea that ambidextrous leadership, incorporating both innovative and efficiency-driven traits, can positively affect overall organisational performance.

##### 4.4.2 Determine the effect of Open Leadership Behaviour on the Brand Position of Deposit Money Banks in South-South Nigeria.

This research reveals that open leadership conduct does not substantially impact the brand positioning of Deposit Money Banks within South-South Nigeria. A rise of one unit in open leadership behaviour is linked to a marginal dip in brand positioning. No statistically noteworthy correlation between open leadership behaviour and brand positioning is observed within this particular setting. This study exclusively focuses on open leadership behaviour and its repercussions on Deposit Money Banks located in South-South Nigeria distinguishes it. While there is a shared interest in ambidextrous leadership with studies like Tolulope (2019), Schindler (2019), Shola (2020), Oluwafemi (2020), and De-Vries (2020), the specific context, variables, and research inquiries of our study make it stand out from the research as mentioned above. Those studies aim for a more comprehensive comprehension of ambidextrous leadership, whereas our research takes a more specialised approach, examining a specific facet of leadership within the banking sector of this particular region, namely, open leadership behaviour.

### 5.1 Summary of Findings

The summary of the findings was in line with the set objectives of the study.

Examine the effect of ingenious leadership behaviour on innovativeness in Deposit Money Banks in South-South, Nigeria. (Coefficient: 0.486,  $t = 14.381$ , P-value:  $< 0.05$ ). This implies that ingenious leadership behaviour significantly affects innovativeness in deposit money banks in South-South Nigeria.

Examine the effect of open leadership behaviour on brand position in Deposit Money Banks in South-South, Nigeria. (Coefficient: -0.040,  $t = 0.4151$ , P-value:  $> 0.05$ ). This implied that open leadership behaviour does not significantly affect the brand position in Deposit Money Banks in South-South Nigeria.

### 5.2 Conclusion

In conclusion, the results of this study provide valuable insights into the impact of various leadership behaviours on specific aspects of performance within Deposit Money Banks in South-South Nigeria. The study revealed ingenious leadership is crucial in fostering innovation within these banks. On the other hand, open style may not play a substantial role in shaping the brand image of Deposit Money Banks in the South-South region of Nigeria. These findings underscore the significance of leadership behaviours in the banking sector, providing valuable guidance for bank leaders and policymakers in enhancing various aspects of bank performance, including innovativeness, competitive advantage, tension management, and task accomplishment.

### 5.3 Recommendation

Based on the findings of this study, the following recommendations were made:

- i) Deposit Money Banks in South-South, Nigeria, actively promote and cultivate ingenious leadership skills among their leaders. This can be achieved through leadership training and development programs that foster creative problem-solving and innovation.
- ii) Banks should encourage leaders to maintain close relationships with their teams and clients. Building solid and trust-based connections can be a powerful asset in maintaining a competitive edge. Implementing mentorship programs and regular feedback sessions can help facilitate these relationships.
- iii) While open leadership behaviour did not significantly affect brand position, it is still essential for leaders to foster transparency and open communication within the organisation. Leaders should prioritise transparent and open communication strategies to enhance the brand position and ensure alignment with brand values and messages.

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