



EMPLOYEE ORIENTED LEADERSHIP

By Tshepiso Scheffers & Peter Thaddeus Mboowa



Leveraging the benefits of Employee Oriented Leadership

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LEVERAGING THE BENEFITS OF EMPLOYEE ORIENTED LEADERSHIP, FOR SOUTH AFRICAN BANKS SEEKING TO SUSTAINABLY EXPAND INTO AFRICA

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1. ABSTRACT

This research investigates how the benefits of Employee Oriented Leadership (EOL) can be leveraged by South African owned banks seeking to sustainably expand into Africa.

In order to remain competitive and sustainable, many retail banks in Africa are seeking to expand into other countries in Africa through digitalisation. This research investigates how the benefits of Employee Oriented Leadership (EOL) can be leveraged by South African owned banks seeking to sustainably expand into Africa. The research focused on defining and understanding EOL, investigating multi-nationals that have reaped the benefits derived from EOL in their operating model, determining the shortfalls in adopting EOL by African organisations, investigating EOL practices in Africa, determining the impact of banking digitalisation on EOL and providing recommendations on the leadership adjustments needed in retail banks when expanding into Africa to be sustainably Employee Oriented.

There is a lot of literature on Employee Oriented Leadership in the European and American context however there is very little on the African context which could be a testament to limited attention this leadership theme receives on the African continent. Therefore, in some cases this resulted in bank leadership paying so much attention on Customer Value Propositions (CVPs) in their expansion strategies and giving limited focus on Employee Value Requirements. Testament to this, is a copy and paste approach of Employee Oriented processes from one country to the other without adequate localisation attempts. This could be a contributing factor to why South African banks have experienced different performance results in different African countries they have expanded to despite having almost the same CVPs.

A questionnaire survey assessing the presence of different EOL attributes and level of digitalisation of the different banks as experienced by employees was administered. Responded ranged from executive management, senior management, middle management and operational level within the banks from four South African owned banks operating in 13 countries across Africa. The results of this study generally provide support to the findings of other studies, demonstrating that the value of EOL cannot be ignored in the agenda to drive high performance within organisations. The findings also show that South African banks have digitalised their operations and pockets of EOL are present in the different banks but not enough that employee perceive the respective banks as employee oriented.

The difference in the delivery and/or cascade of EOL could be a source of disengagement and ownership of deliverables by employees thus compromising the efforts to sustainably expand into Africa by South African banks. Therefore, South African banks need to embrace EOL as they continue their expansion drive into Africa if this strategic initiative is to reap the anticipated benefits.



2. INTRODUCTION

Organisational leadership is one of the most researched topics. Employee Oriented Leadership (*EOL*) is one area in the vast topic of leadership. Put simply, it speaks to a combination of leadership styles, structures, organisational policies & processes that create a work environment that makes employees feel valued and cared for by the organisation. In the same way customers seek to be looked at as a segment of one, where propositions are not mass produced but customisable to individual customer needs; employees also seek the same customised experience at work to be inspired to go the extra mile. There is therefore an increasing move from developing employee value propositions (*EVP*) to addressing individual employee value requirements (*EVR*).

EOL requires a deep understanding of the context within which EOL initiatives are to be implemented and these would include a combination of both qualitative and quantitative attributes. What works in one area/country/context is not necessarily scalable to another and therefore a copy and paste approach may be disastrous. Looking at South African banks operating and expanding into Africa, findings show that the endeavour to reap the benefits of economies of scale and leverage key success factors drawn from learnings in the South Africa business has not necessarily yielded the same outcomes or growth rates as in South Africa. Considering this, it begs the question if EOL not being felt by the employees in the host country could be one of the missing pieces to success.

In the wake of the Fourth Industrial Revolution (*4IR*), digitalisation has been a big source of competitive advantage within banks as it has transformed the way in which services are rendered, provided efficiencies as well as improved overall customer experience. This being the case, digitalisation also presents itself as a medium for EOL initiatives. Multinational corporations in the west also operating in Africa have seen benefit in driving EOL through a digitalised approach, e.g. Google, Hilton Hotels, Deloitte, World Bank to develop EVRs. Principles of design thinking have also been adopted to refine the problem statement to provide recommendations with a deeper understanding of the problem.

3. BACKGROUND

Technological innovations and globalisation have changed the way businesses are run globally. Companies like Uber, Airbnb and Alibaba despite not owning the physical assets or stock dominate the transport, accommodation and retail industries respectively. This is because of their effective use of technology which promotes efficiency in how resources are used as well as creating an environment for exponential scaling up of the organisation's value. Alongside this, macro and micro economic factors have created a *VUCA* (*Volatile, Uncertain, Complex, and Ambiguous*) environment. Although at different degrees, Africa and its banking sector have been no exception to this disruption which has translated to the workforce challenging employee value propositions (*EVPs*) beyond just monetary benefits, coupled with globalisation that has given rise to the African diaspora. Employees seek to be partners and not just the work force and therefore the question is: for banks to remain relevant, sustainable and competitive, what will define Employee Oriented Leadership for the future retail bank in Africa? This therefore calls for a calibre of leadership that creates an environment that influences and motivates its workforce towards innovative delivery, such that the relevance of the sector gets a lifeline in the African context.

4. RESEARCH CONTEXT

The research will be undertaken within the retail banking industry in Africa. According to the 2016 digital finance for all report by McKinsey, an estimated 61% of Africans are financially excluded. This is both a concern and an opportunity for anyone (*currently Insurance Companies, Mobile Network Operators, Retailers, FinTechs and growing*) who can provide banking services to this prominent number in Africa which is not catered for by Africa's retail banks. The phenomenon has created a demand and competition for retail banking skills across multiple sectors beyond banking; a costly exercise to banks given the experience lost and investment made on training and development.

5. RESEARCH PURPOSE

Many retail banks in Africa seek to expand into Africa through digitalisation. Employee Oriented Leadership is required to inspire employees to commit to this agenda. The purpose of this research is to provide bank executives and employees with insight to objectively address current and future issues of employee orientation to improve employee engagement, commitment and retention so that they can support and realize the organisation's vision. If the opportunity to leverage the benefits of Employee

Oriented Leadership to build the sustainability of Africa's retail banking sector is missed; banks run the risk of being unable to attract, retain and develop the requisite talent and skills. "Banking is necessary. Banks are not", a statement Bill Gates made in 1994 during the initial wave of FinTechs. The manifestation of this statement is eminent in the African context. Without innovation around building capacity for a 'future-proof' democratic type of leadership the relevance of retail banking will be diluted and/or loose relevance as the very retail banker is a retail banking customer.

6. RESEARCH QUESTION

Given the background, the question that the research paper sought to answer was as follows;

The role of Employee Oriented Leadership in a digitalised retail bank for South African owned banks operating and/or expanding into Africa.

The problem was then unpacked and refined to redefine the problem statement to be succinct. Two key stakeholders were identified within the problem statement; the employee and leaders. The key obstacle for each stakeholder was identified by asking the question 'why?' to get to the root cause of the problem. The table below shows this process.

	EMPLOYEE	LEADER
Obstacle for Stakeholder	The mental and social bias of the leader in how results can and will be obtained from the employee; that is, to get the most out of the employee you need to focus on tasks and results primarily.	The leader is too focused on delivering on the strategic objectives and therefore on tasks that have a direct impact on delivering required results.
Why?	They have never seen it done any other way. This is tried and tested recipe for success. Leadership sees this as a fail proof way of driving high performance	Because these form part of what they are measured on. The definition of their success as a leader.
Why?	Manage losses/cost, retain and increase shareholder value. Maximise profitability.	To manage and increase shareholder value. Maximise profitability.
Why?	For the sustainable growth of the business	For the sustainable growth of the business

From the table above, it is clear that the root cause of the obstacle to the research problem for both the employee and the leader is the need to ensure that the bank(s) continues to grow sustainably. Digitalisation is therefore used to gain competitive advantage in how banking products and services are delivered to customers and not necessarily part of the problem. That said, digitalisation of banking is a tool to reduce operational costs, increase access and expand banking to sustainably grow the business. Therefore, having gathered insight by unpacking the problem statement, the problem has been redefined and re-phrased as;

Leveraging the benefits of Employee Oriented Leadership for South African banks seeking to sustainably expand into Africa.

7. RESEARCH/PROJECT OBJECTIVES

- To define Employee Oriented Leadership.
- To identify the significance/role of Employee Oriented Leadership.
- To investigate multi-nationals that have reaped the benefits derived from Employee Oriented Leadership in their operating model.
- To determine the shortfalls in adopting Employee Oriented Leadership by African organisations.
- To investigate Employee Oriented Leadership practice in Africa.
- To determine the impact of banking digitalisation on Employee Oriented Leadership.
- To provide recommendations on the leadership adjustments needed in retail banks when expanding into Africa to be sustainably Employee Oriented.

8. PROJECT SCOPE

The project will cover changes and adjustments needed in the context of Employee Oriented Leadership in a digitalised retail bank within Africa. In the wake of technological advancements and VUCA within the micro

and macro economy there are many factors that leaders need to pay attention to ensure sustainability of Africa's retail banks. This project will however confine itself to Employee Oriented Leadership within South African banks expanding/scaling into African markets. This is because, though one continent Africa is diverse in operating rhythm across its regions and countries. For the study we will interview executives and other employees of different South African retail banks in different markets within Africa.

9. LIMITATIONS OF THE RESEARCH

Below are the identified limitations of the study;

- The study was qualitative in nature, so the analysis was simple, and no advanced statistical package was used. This could therefore have provided simplistic findings that do not benefit from an in-depth statistical analysis. This however does not mean that the result may be altered but a deeper analysis may be attained.
- The sample size was too small to offer a good representation of the population of employees of South African banks operating in Africa.
- The time to complete the research was tight and therefore did not offer enough time to complete the design thinking especially. The recommendation given using design principles, though exciting and convincing has not been tested at all and therefore may need more inputs than stated to be successful.
- The research was carried out within the banking industry, so findings and recommendations might not be applicable outside the banking industry.
- Although a balanced number of respondents were sought from across the organisations, most of those who responded were in middle, senior and executive leadership levels. Maybe, more junior level employees could have skewed the findings in a different direction.

10. LITERATURE REVIEW

The literature review that followed has been put together to establish what previous research is available in line with the research objectives of this research. The literature review will be used as a foundation that will direct the research methodology and subsequent recommendations and conclusions to the study.

Employee Oriented Leadership defined

Different researchers and scholars use different terminologies for EOL, but the essence of the practice remains the same. For example, Gastil (1994) refers to this Leadership style as a Democratic Method of Leadership and asserts this with the quotation that, "Leadership is behaviour, not position" (Bass, 1990). Hornung et al. (2011) describe employees who work in environments where EOL is practiced as having Idiosyncratic Deals, where each employee is treated like an individual. Interpersonal or Relations Oriented Style of Leadership described by Eagly & Johannesen-Schmidt (2001) as being concerned with maintaining interactive relationships by deliberately paying attention to others' assurance and wellbeing with the view to motivate the work force to consistently perform at their best also demonstrates tenets of EOL.

Bass (1990) explains that a key function of EOL is joint accountability and involvement by all within the organisation for human resource outcomes. This involves upholding a healthy emotional environment to infuse a sense of vitality or enthusiasm (Bass, 1990). Dialogue in the form of an authentic exchange for participatory organisational transformation is key in creating a conducive environment for EOL. Therefore, democratic processes should be a substitute of conventional 'monologic' or top-down approaches that suffocate EOL (Raelin, 2012).

According to Haque et al (2015), "Employees' dedication and commitment is extensively influenced by the leadership style". It is important to note however that the impact of the leadership style will also vary depending on the individual, sector or industry in question. Their empirical research goes on to support that there is a relationship between these variables when determining leadership style. Khuong & Hoang (2015) adds that

pursuit of EOL is geared toward employee motivation and must be the sum of the employee's needs and expectations from the work, and workplace factors that inspire the employee to give their very best to deliver the work; this however has proven to be a mammoth task to employers around the world. From their research based on audit firms in Vietnam, they found that the five (5) behaviours that characterise EOL are team building, consulting & delegating, supporting, developing and recognition and reward. Given the definition of EOL, throughout the cultural and organisational immersive experiences in South Africa, Egypt, Morocco and Angola; EOL is not part of the agenda in the priorities to revolutionise business operations. Instead there is a high level 'talent management' or 'culture transformation' agenda with no real action plan on how exactly EOL will be addressed.

The role of Employee Oriented Leadership in banking

Banking services are a part of history, where traditionally it was done in brick-and-mortar structures requiring physical interactions between customers and banks. Banking is one of the sectors where the fundamental business model and operation are distinct and have remained unchanged for decades (Luo et al., 2017). However, with the internet and mobile technology, banking services have progressed to another stage; where in retail banking, services have advanced from 'cash in and cash out' in the conventional brick-and-mortar structure to using the internet and mobile banking for virtual banking (Omarini, 2017). In retail banking, the underlying consumer banking products are not much different from one bank to another and competitive advantage is derived from how these services are rendered. Omarini (2017) asserts that technology is the primary tool used for differentiation to gain competitive advantage in Africa's banking sector. With this modernisation and technological advancement, various motivational techniques have been introduced within organisations to inspire employees towards efficiency and thus requiring different leadership styles to attract, manage and retain its talented employees (Haque et al., 2015). Despite the introduction of technology to bring customers efficiency, the fundamentals and operations themselves, including how banks are regulated haven't

changed much and therefore leadership styles in African banks haven't evolved much to inspire employees in a way they perceive it to be tailored to them (Dubru, 2017).

From their research, Khuong & Hoang (2015) established that essential to creating an Employee Oriented working environment is practicing a combination of leadership styles including; 1. Participative Leadership, 2. Charismatic Leadership, 3. Ethic Contingent Reward Leadership, 4. Change-Oriented Leadership, 5. Task Oriented Leadership, 7. Ethical Leadership and 8. Relation-Oriented Leadership. Mathieu & Babiak (2015) add that their findings show that the employees' job satisfaction has a positive correlation with their perception of their supervisors' psychopathic traits. They add that what employees perceive as negative leadership styles tend to have a stronger and lasting impact on the employees' attitudes than those that they perceive as positive.

This therefore means that EOL is defined based on interpretation of the receiver; if employees don't perceive leadership or an organisation as Employee Oriented then it is not. Moreover, traits that employees perceive as undesirable have a lasting and far reaching impact on employees. Since improvement and technological advancements in banking are geared more towards complying with regulation & operating standards, customer experience and building efficiency to optimise profitability, EOL remains deprioritised in banking. This is despite research suggesting that EOL could play a critical role to inspire or motivate bank employees to be the differentiation and source of competitive advantage when developing and rendering products and services in an industry whose fundamental business model is very similar from one bank to another. Interesting though, in a visit to one of the local banks in Angola, Banco Keve; there is a deliberate strategy to inspire, engage and retain their work force with an average age of 24-35 years.

The benefit that this bank reports to gain from this strategy is low staff turnover and high staff morale. EOL clearly does not exist in isolation and therefore requires a combination of leadership competencies being used together to get the desired benefits of an inspired and motivated workforce.

Multi-national shining examples of Employee Oriented Leadership

An article in the prestigious *Academy of Management Executive* showed that Coca-Cola was not only concerned with growing its distribution of beverages across the world, but also with the transportability of functionalist human resource management, (Veale *et al.*, 1995). Coca-Cola's global success for this reason comes as no surprise as their customer strategy was driven by human resource management first.

According to The Entrepreneur, the top five organisations that are shining examples of EOL are; 1. Full Contract (*a software firm that gives employees \$7,500 a year to go on a paid holiday as a gesture to appreciate them for their contribution to the organisation*), 2. South West Airlines (*renowned for its high standards of employee engagement attained through deploying various tactics*), 3. Legal Monkey (*A legal record management company which has been able to demonstrate to employees that their work is valued.*), 4. ScrewFix (*A hardware company that has created an open, honest company culture.*) and 5. Dreamworks (*gives numerous perks including decorating individual work spaces and celebrating all successes*). It is important to note though that seeing that all these are American companies, the study could have been in the American context and said companies may not necessarily be a representation of the global standard of EOL.

Another list compiled by Fortune editors, posted on their website in 2018 following interviews with respective employees and organisational leadership revealed that Google, Cisco, Hilton Hotels, and Ernst & Young are among the top 25 multinationals that have demonstrated mastery in EOL and are consequently reaping the benefits.

All these organisations have been able to enjoy market dominance (*consistent growth in profits and competitiveness*), attract and retain talent. However, what is considered as their success criteria in terms of EOL is not reflected in their operations in Africa at the great extent as in the US and Europe. This raises some questions; could it be that these EOL initiatives

do not speak to the Africa context or there is a lack of standardisation with pursuit of EOL in these organisations in their Africa operations? Is the need for EOL a priority for African operations? Although the literature raises questions of doubt, this isn't necessarily the case; there may be inadequate documented research. This is because awards like Deloitte's 'Best Company to work for' are examples of locally based research on EOL in practice. That said though there is still opportunity to conduct more research in the Africa context to influence the practice of EOL in organisations in Africa.

Shortfall in adopting or not adopting Employee Oriented Leadership in Africa

According to Blunt & Jones (1997), language and religion for a long time have been identified as fundamentals of imperialism – a state of supremacy by one nation over others which results in an imbalance of power which is usually linked to superiority in economic, technological and leadership competency. It is important to note that all but two (*Ethiopia and Liberia*) African countries were colonised by European countries. The effect of which is that an authoritarian form of governance influenced the application of power including what happens in the workplace.

Furthermore, the dominance in the twentieth century of Western (*European and American*) thinking on issues of organisational performance and management can be seen in the influence exerted on theory and practice by 'experts' like, Abraham Maslow, Henry Ford, Frederick Taylor, and, the more recent ones by Peter Drucker and Tom Peters which are also core to the African curriculum. They add that the rudimentary idea that "West is best" isn't only restricted to questions of macro governance, however, as Hofstede (1987, 1993) has argued convincingly on American management theory, and as Brewster and Bourniois (1991) *observed analysing the "cultural hegemony" of Western human resource management*: European and American organisational and management culture has influenced African organisational behaviour. This concept has been manifested in how leadership competencies are built and demonstrated in Africa also stemming from colonisation, slave trade, apartheid and more recently, westernisation. The table that follows shows comparison of elements of the Western 'ideal' leadership with East Asian and African paradigms. Though dated, more recent studies show that most of these African leadership traits are still relevant and applicable.

Comparison of the Western "ideal" leadership with East Asian and African

Element	Current Western Leadership "Ideal"	Leadership in East Asia	Leadership in Africa
Influence on Leadership Practices	<ul style="list-style-type: none"> Paramount concern for organisational performance. Drive for efficiency and competitiveness. Urgency Follower-dependant; thus participative 	<ul style="list-style-type: none"> Maintenance of harmony fundamental. Attention to social networks. Consensus valued. Respect for seniority; age, experience. Expectation that managerial authority will be exercised with moderation. 	<ul style="list-style-type: none"> Highly centralised power structures. High degree of uncertainty. Emphasis on control mechanisms rather than organisational performance. Bureaucratic resistance to change. Acute resource scarcity. Individual concern for basic security. Importance of extended family and kin networks.

Comparison of the Western “ideal” leadership with East Asian and African

Element	Current Western Leadership “Ideal”	Leadership in East Asia	Leadership in Africa
Managing Authority	<ul style="list-style-type: none"> Relative equality of authority between manager and subordinates. Delegation/ decentralisation Teamwork ‘empowerment’ 	<ul style="list-style-type: none"> Leadership from the top. Respect for seniority. Goals set by top management. Acceptance of wide power and status differential between manager and subordinates. 	<ul style="list-style-type: none"> Authoritarian/ paternalistic leadership patterns. Centralisation Bureaucratic controls Preoccupation with rules and procedures. Reluctance to judge performance.
Managing Uncertainty	<ul style="list-style-type: none"> High degree of tolerance of ambiguity. Uncertainty accepted as normal. Continuous change viewed as natural and desirable. Sense of urgency. 	<ul style="list-style-type: none"> Deep-rooted, shared theologies and philosophies provide relative certainty and security. Long-term view of evolving change. Hierarchy and conformity stressed. Collectivist mutual duties 	<ul style="list-style-type: none"> High degree of conservatism. Change resistant organisational hierarchies, reinforced with preoccupation with rules. Social networks crucial to provide individual security.
Managing Relationships	<ul style="list-style-type: none"> High level of trust and openness valued. Open confrontation of differences. Conflict valued as potentially creative. Support of followers essential. Drive to secure commitment and high morale. 	<ul style="list-style-type: none"> Emphasis on maintenance of harmony and personal dignity. Persons valued over issues. Avoidance confrontation and conflict. Maintenance of social networks important. 	<ul style="list-style-type: none"> Same as those on Managing Uncertainty

Adopted from Blunt & Jones (1997)

From the comparison above, leadership in Africa does not foster the ideals of EOL which seeks to inspire employees to give optimal performance because they feel valued and cared for, not only for their contribution to the organisation but also because they are fellow human beings and leaders for the work they do. According to Blunt & Jones (1997) respect for bureaucracy, reverence for those in authority and seeking security from social acceptance defines leader/employee relationship in the Africa contexts. Although the above table states reluctance to judge performance as being synonymous with leadership in Africa, the need for South African banks to sustainably expand into Africa has brought about a strong focus and ownership of performance matrices and providing value to customers for their banking needs.

In discussions with twenty executives and senior managers from twelve African countries where South African banks operate, there is a salient theme of high regard to customer orientation over EOL (*and sometimes at the expense of*) in the business operations of these banks in respective host countries. Essentially customer value propositions and business operating models that have been successful are cascaded as is in all other markets. The poor results of this approach are then perceived as a deficiency in the deployment by those in the host country and often these failures are never linked to the foundational value proposition or operating model used. Once the anticipated business outcomes are not realised, the said market is considered as not lucrative and, in some cases, this results in scaling down of operations or exiting that market. This is testament to the centralisation, bureaucratic controls and resistance referred to by Blunt & Jones (1997).

The same is true for EOL; there is very little evidence of efforts to have tailored employee value propositions that are tailored for the workforce in the different markets. There is a common theme of 'instructions from Centre or Group'. South African banks therefore have a big brother and 'been there done that, got the T-shirt' approach in their expansion which has denied them the opportunity to fully leverage the benefits of their operations in host countries, or to adjust host culture and leadership approaches to meet the authentic context of banks in other African countries. Very distinctly an 'us' and them' separation of power exists. Could this be the manifestation of the effects from how South Africans were socialised; from colonisation and the very sad apartheid regime?

Generally, multinationals seek to benefit from economies of scale when expanding their operations into various countries so that they can leverage their key success

criteria, competencies and capabilities in new markets. The bigger challenge therefore lies in 'softer' issues that have proven not so soft, such as EOL which, as discussed, needs to be tailored to the context of the operations and individualised for each employee. This is by no means a scalable trait as with other elements of operations. Evidence to this has been seen in the rise of the African diaspora. Working 'overseas' is more beneficial because EOL in those contexts inspires the employees to work optimally. In Morocco for example, one executive from IBM stated that there is an outflow of Moroccan engineers (*those that attain top grades*) leaving the country and seeking employment in France where the working conditions are superior to those in Morocco. Thereafter these professionals become too expensive for the Moroccan market and the Moroccan industry misses out on the benefit of the cream of their crop. Consideration to EOL practices which is the driver of the Africa diaspora, could therefore be a key consideration to retain talent for the benefit of the country and the African continent at large.

Employee Oriented practice in the African context: Does it exist?

"There remains a gap in understanding what leadership behaviours could affect engagement-encouraging cultures as well as the processes around which leader behaviours bring about higher levels of engagement, which is in line with the more drastic argument that there is no research directly linking leader behaviours and follower engagement," (Xu & Thomas, 2011). This supports the research by Mathieu & Babiak (2015), to say that EOL is very much perception based (by the employee) and a hope for higher employee engagement (*on the part of the organisation*). Though EOL practice is sporadically coming up in Africa, the focus by African organisation is primarily on growth, expansion and profitability.

As demonstrated when defining the problem statement; the primary driver of organisational performance in banks is ensuring sustainable growth. Since banks make their money from services rendered to customers, employees are offered what is deemed (*by the employer*) as adequate for them to serve revenue generating customers, meaning that employees value propositions; where you take it or leave it, are the order of the day whereas idiosyncratic deals are few and far in between.

For this reason, existence or otherwise of EOL practice in African Multinationals is challenging to establish because the structures and management practices that are at play in Africa still have western standards, benchmarks and

principles have a strong western influence and very little evidence of distinctly African adapted EOL practice exists. The type of EOL practices that have been developed in Africa for Africa to accommodate the African dynamic and diverse context. In appreciating the work environment of organisations like Strider Technologies and SuperUltra from South Africa there are significant strides made towards implementations of EOL where for example, there are no set leave days earned per employee or working hours to be spent at the office. In these organisations, employees are given their objectives, key performance indicators and timelines and it is their responsibility to execute their tasks effectively irrespective of where they are working from and when in the day they work, if the timelines and work quality standards are met.

Having established the shortfalls experienced with adoption of EOL in Africa this also brings to question the relevance of traditional and European and American influence in banking operations and its ability to truly be scaled and be sustainable in Africa. Omarini (2015) attests to this, stating, "In the US and Europe, only a very small fraction of the current consumer banking wallet has been disrupted by FinTech so far". In Africa however, this disruption is eminent, and banks cannot ignore the impact it has had in eroding their market share and market relevance. In Africa, FinTechs and MNOs are very much part of the banking competitor landscape. This therefore means that in the same way banks are expanding and digitalising their operations to remain competitive, African banks also need to develop African EOL models/practices for the needs of African employees for them to feel valued and cared for by their organisations.

The move to Digitalisation for Southern African Retail Banks and the impact on EOL

Omarini (2017) defines Digitalization as, "the practice of taking processes, content or objects that used to be primarily (or entirely) physical or analog and transforming them to be primarily (or entirely) digital. The effect of digitizing processes, aside from potential efficiency gains, is to make processes more tailorable and malleable". Omarini 2017 quotes that Agarwal et al. (2010); Dhar & Sundararajan (2007); Lucas et al. (2013), all found that it is due to digitalisation that we have seen the emergence of new technologies that have not only changed but defined how we live, work, structure/mange in organisations, compete and think about the future: social media, cloud computing, analytics and big data, wearable devices, 3D printing, and intelligent autonomous systems; to name the

more recent. Mubako (2017) confirms that digitalisation in South Africa is already underway, and the South African retail industry has been disrupted by Social, Mobile, Analytics and Cloud (SMAC) technologies, meaning the significance of rethinking business models to gain competitive edge has been thrust upon the retailers. The goal post moves rapidly because digital platforms allow for dynamic and tailored solutions that move with trend and changing customer demands. Agility is key as these technologies not only define how businesses operate but more importantly how customers want to give their patronage to said businesses.

Furthermore, digitalisation means redesigning the whole organisation, front to back and everything in between, such as business processes, technology, infrastructure, people and the way people work in this new set-up (Dubru, 2017). A key component therefore to digitalisation is people (employees) and how they are managed, hence EOL.

As demonstrated, digitalisation has hastened the pace of doing delivering products and services to clients, drives the VUCA and diversified the competitive landscape thus demanding different skills from leaders to grow sustainably. It is for this reason that the drive for EOL takes the back seat where it should be prioritised to inspire employee to be more productive and adaptable.

This is because EOL, although a key component of digitalisation, does not readily present itself as to pillar considered in the digital leadership conversation. To this end, Dubru (2017) found that neither business skills, cognitive skills nor influencing skills take preference over another; key to digital leadership, banks require a balanced, integrated and evolutionary skillset in the suitable context to be successful at leveraging digitalisation to achieve business sustainability and gain/maintain competitive advantage. Context is key, and therefore a simple copy paste approach from one context, industry, era, and country to another could be counter intuitive given the dynamic business environment. It has already been established that with the 4IR, digitalisation in banking is here to stay. Therefore, if banks seek to be Employee Oriented in digitalised banking, there are key competencies that leaders, as stakeholder need to develop/build in this new normal.

On leadership in this era of digitalisation, Dubru (2017) asserts that on top of the integration of the three traditional leadership competencies of cognitive skills, business skills and influencing skills, leaders in the digital landscape

are required to have four additional competencies of an entrepreneurial mind-set, experiential learning, futuristic thinking and integrator if the digitalisation drive is to be successful and sustainable in the long-run. The same research submits that bank executives also considered banking skills, finance capabilities and competencies as fundamental to influence deploying digital technologies. This view by bank executives could explain why fundamentals of banking (*including their relevance and ability to serve the banking needs of Africans*) have remained unchanged as discussed in the preceding headings. It is probably the reason why innovations by Mobile Network Operators (MNOs) and FinTechs have gained momentum and leverage over retail banks in Africa more than elsewhere in the world. Africa has unique and dynamic banking needs that require unique thinking when 'solutioning'.

Digitalisation is a contributor to VUCA, but also presents opportunities and solutions in the VUCA business environment. A leader's ability to apply an entrepreneurial mind-set of innovation, risk taking, and creativity as opposed to the corporate mind-set of traditional banking leaders, is critical. Experiential learning aids digitalisation by creating and testing new ways of working and developing new products and services for the market, while futuristic thinking is the ability to visualise and strategise over and above the usual forward looking and forecasting that has been the norm in traditional leadership models, as exponential growth requires exponential vision. The integrator leadership skill is the ability of the leader to pool together the different functions, skills and expertise from across the organisation to drive successful digital strategies and transformation, as 'siloed' functions no longer suffice (Dubru, 2017). Digitalisation in the 4IR is the new normal.

Spence (2017) puts it simply to say trust, cost, accessibility, simplicity, consistency qualities for successful digitalisation. These if you consider the success of MNOs and FinTechs to expand into the banking sector in Africa, sums up the journey of disruption. This is because digitalisation often lowers entry barriers, causing long-established boundaries between sectors to tumble, and at the same time, the "plug-and-play" nature of digital assets causes value chains to disaggregate, creating openings for focused and fast-moving competitors," (Hirt & Willmott, 2014). From the literature, digitalisation has become how business is done and not confined to a function or department within the organisation. For this reason, leaders need a consciousness or mindfulness of

the call to develop leadership competencies to inspire employees and optimise the benefits of digitalisation when expanding into Africa. This is because, digitalisation has transformed and defined how employees work, how customers experience banking and therefore will define how organisations express to employees that they are valued and cared for by said organisation. Bass (1990) cites Pandey (1976) to say, groups led by employee-oriented leaders generated more ideas than did those led by task-oriented leaders. Further to that, Oni (2017) asserts that Employee Oriented Leadership style will be more appropriate where the workers being led are experienced and highly skilled, or where the nature of work requires much creativity, initiative and independence of thoughts which is synonymous with the digital era.

The key behavioural attributes pointed out (*creativity, innovation, staff empowerment, interpersonal skills*) in the seven core competencies required for leadership in a digital age are also enshrined in Employee Oriented Leadership. This therefore implies that a leader with EOL style is certainly bound to possess the leadership competencies required to lead in a digital age.

Employees are a critical stakeholder to drive business performance and achieve organisational objectives. It is important to demonstrate that the organisation values and cares for them so that they are engaged and committed to the success of the organisation. In digitalising banking services in Africa, key is to embrace that EOL can be a vehicle for successful and sustainable digitisation. This therefore implies that EOL is paramount for any institution which is progressing on a digital journey. Therefore, as South African owned retail banks continue to drive their digitalisation agenda when expanding in Africa, there is need to enhance EOL across their respective subsidiaries if they are to sustainably reap the anticipated benefits.

Employee Oriented 'Leadershift' necessary for South African Banks to do business in Africa

Africa's Transformation is full of Hope

"Some years ago, any survey outside of Africa would likely have found that the words most commonly associated with Africa were "war", "disease", "poverty", "starvation" and the like, all words with negative connotations," Africa was often described as the "forgotten continent" or the "dark continent" (Lituchy, Galperin, & Punnet, 2017). This is not the case anymore. They add that descriptors of Africa now include; 'open for business', 'African lion' (*referring to the success of countries and businesses*), 'African solutions



Leveraging the benefits of Employee Oriented Leadership

By Tshepiso Scheffers & Peter Thaddeus Mboowa

for Africa', to mention a few. This demonstrates the change in perception by the world and even Africans; the shift in interest in the continent for positive and not as a basket case. Some of the positives for doing business in Africa according to the African Development Bank (ADB) are its rapid and prospective growth, the diversity in culture and its demography that provide vast opportunity, resource wealth and a substantially younger population than the rest of the world. These positives if not well managed and skilfully leveraged upon could be the very detriment of doing business in Africa. For example, Africa's diversity means that there are numerous niche and untapped markets for growth but on the down side this diversity if not carefully assessed and contextualised could be viewed as chaos and therefore stifle prospects. An article in The Economist edition of 07th March 2019, titled The New Scramble for Africa reverberate the existence of prospects that could either be positive or negative depending on how they are managed and leveraged. Africa is rich in natural resources it affirms, and rich in diversity of many kinds. This has resulted in China and the West positioning themselves to be beneficiaries in Africa's successes. The article advises that, it is important for African leaders to collaborate to get the best deals for Africa and its people.

What could this Transformation mean for Banking Operations in Africa?

A 2018 report by McKinsey reflects that African banks in comparison with those in other continents rank very low on productivity, with only Latin American banks ranking worst. This is even though coverage of banking services in Africa is the lowest in the world. "Mobile penetration in Africa is however very high which has makes it imperative for winning banks to take a digital first approach to distribution," (Chironga, Cunha, Grandis, & Kuyoro, 2018) According to the report African retail banks have good reason to lead with digital transformation because, firstly; bank customers in Africa are enthusiastic about adopting digital channels and mobile. Secondly there is relentless disruptive competition from FinTech and MNOs offering banking solution. In South Africa for

example there are new entrants to the banking industry that are digital; Bank Zero and Tyme Bank lead by former executives of First National Bank and Nedbank respectively. Thirdly, technological advances have raised the bar and opportunity for innovation. Lastly technology offers interoperability/ecosystem benefits that cannot be ignored. The voice of the customer is key to success. Bearing in mind that innovation is problematic in that it is not easy to predict its scale, timing or consequences; it can be expected that the future of banking will be shaped by a combination of digital technology as well as non-traditional competition (Omarini, 2015). The non-traditional competition is already manifesting itself. For this reason, the future competitiveness and survival will depend on the decisions that banks make today because evidence from past years shows that poor strategic decision to remain too traditional and not concerned with customer centricity has created a VUCA competitive landscape (Omarini, 2017).

While we address the issue of competitiveness and increasing shareholder value through innovation in product development, market positioning, customer centricity and diversification, the conversation about leading the workforce is often left behind. Belonio (2012) states that combining a variety of leadership styles (due to the diverse nature of the workforce, especially in Africa) is needed to succeed at EOL in different markets in a continent like Africa. The different countries in Africa have been socialised very differently and this has shaped their response to leadership styles, motivation at work and what their overall perception of what constitutes EOL is. As South African banks leverage technology to personalise customer experience through co-created Customer Value Proposition (CVP) they should also be able to translate to personalising Employee Value Proposition (EVP) in different markets where expansion is sought. Richard Branson simply phrases it as, 'Take care of your employees and they will take care of your customers' (Boyce, 2015). In seeking to address customer needs to remain relevant and competitive in respective African markets, these banks need to also diligently seek to address employee needs so that they are inspired to drive the customer agenda.

11. EARLY CONCLUSIONS

- From the difference research it demonstrates that EOL questions the effectiveness and viability of Employee Value Propositions (EVPs) as a motivator but rather advocates for Employee Value Requirements (EVRs). EOL is therefore based on the employee's perception of it and cannot be defined from the employer/organisations' view alone.
- An understanding of the socialisation attributes of both culture and business by organisation seeking to expand into another amongst African entities is key. This socialisation is shaping both context and could be the difference between success or failure of the foundation and strategy implementation in a market
- Not enough has been done to profile the African employee adequately to define what EOL would mean to them.
- Customer oriented digitalisation adopted aggressively and very little to none for employee orientation
- The banking industry is still very focused on management and optimisation of other resources, EOL is secondary if at all.
- EOL is not a priority for South African banks in their Africa expansion or it may not be attainable or relevant in the Africa context.
- Research does not have robust insight on whether multinationals can get similar results of EOL across diverse markets/countries. EOL is perhaps not scalable.

12. RESEARCH METHODOLOGY

The research methodology used for this paper was largely qualitative with some quantitative input in the form of statistical references. We selected 80 respondents in executive, senior, middle and operational level leadership positions from four South African owned banks operating across Africa namely; First National Bank, Standard Bank, Absa and Nedbank. The respondents were selected from 13 African countries where these banks have a presence.

Survey Monkey was the tool used to administer the questionnaire. This was done by sending emails with a Survey Monkey link for the questionnaire to all respondents. The respective employees were asked to complete a Likert-scale type questionnaire on EOL and the level of digitalisation in their respective banks.

The objective of the questionnaire was to find out whether there was presence of the different attributes of Employee Oriented Leadership in those organisations and to address the research objectives. The questionnaire was also designed to assess if the different employees see value in EOL in their organisation's journey to digitalisation. The sample of the questionnaire can be found in Annexure 3.

Out of the eighty (80) respondents with whom the questionnaire was shared, fifty-five responded representing a response rate of 69%. Of those who responded, twenty-nine were males and twenty-six were females. Thirty-five respondents were aged between 35-44 years, fourteen respondents were aged between 25-34 years and six respondents were aged between 45-54 years.

The respondents were from various functions of the different banks including Treasury, Retail, Markets, Sales, Credit, Finance, Corporate and Investment Banking, Customer Service, Human Resources, Product, Risk, Operations, Legal, IT, Public Relations and Audit.

In this study, the same questionnaire was used for all respondents and it contained statements on behaviours which research asserts to be attributable to an organisational set-up of Employee Oriented Leadership. The questionnaire also had questions which assess the perception of the level of digitalisation by the respondents of the respective banks the respondents work for. The responses were given on the five-point Likert-scale.

The Table below shows the role distribution of the respondents in their respective organisational hierarchy;

JOB ROLE	NUMBER OF RESPONDENTS
Vice President	12
Director	11
Manager	7
Senior Manager	6
Team Leader	5
Individual Contributor	4
Associate Vice President	4
Other	3
Managing Director	2
Regional Manager	1
TOTAL	55

13. RESEARCH FINDINGS

The findings are split into two parts namely; Employee Oriented Leadership and Level of Digitalisation. In aggregating the responses, for affirmative responses to the questions, the responses that were 'strongly agree' and 'agree' were added together. The negative responses; 'strongly disagree' and 'disagree' were also added together.

A) Employee Oriented Leadership:

The results of this study generally provide support to the findings of other studies, demonstrating that the value of EOL cannot be ignored in the agenda to drive high performance within organisations. A significant majority of respondents (87.28%) believed that a work environment with EOL characteristics will motivate and inspire them to be more productive at work. This is in line with earlier research by Roberts, Miles and Blankenship (1968) as cited by Bass (1990) who found that the performance of groups was higher under an Employee Oriented Leadership style than under a more disinterested style of supervision. Also, more recent research by MacKenzie and

Podsakoff (2001) as cited by Sahertian & Soetjipto (2011), found that relationship-oriented leadership behaviour is positively correlated with performance.

Secondly, 85.45% of the respondents were affirmative that the work they do in their organizations is important for its success. Because majority of employees have a conviction about the value they add to their banks, it makes sense that they would want a work environment that makes them feel valued and cared for.

Thirdly, a substantial majority of the respondents (83.63%) confirmed that everyone has an equal opportunity to excel in their organizations. This demonstrates that employees get a sense from the experience of their banks that there are opportunities for growth within the organisational structures. Also, a substantial number of respondents (72.72%) confirmed that in their organization, individuality and personal circumstances (*nationality, sex, tribe, physical disability, being a parent, student etc.*) are valued and work is structured to enable them to excel regardless of their personal circumstances. A substantial majority of respondents (83.63%) agreed that their organisation shows concern for their personal well-being and that of others within the organisation. On the question of whether in their organisation the structures allow them to form bonds with other employees across all functions, 85.19% of the respondents were affirmative. Most respondents (70.91 %) confirmed that their organisations have a robust employee wellness program that benefits all employees very well. These results demonstrate significant improvement from the finding by Blunt & Jones (1997) that leadership in Africa is characterised by paternalistic leadership patterns. These findings show that employees having a sense that the work they do is important to the success of the organisation, diversity & inclusion, equal opportunity for all are rated above average as generally being present in respective banks.

77.78% of respondents affirmed that their immediate leader makes them feel valued and cared for. It is important to note however that given the composition of respondents that participated and by their role/position in the bank, having been beneficiaries of said opportunities, it is easier for them to believe as such.

63.64% of the respondents confirmed that their organisations promote individually customised conditions which give employees more control regarding their working schedules. For example, flexi hours, remote

working etc. Half the respondents (50.91 %) agreed that there is consistency in employee value propositions across all countries where their organisation operates to accommodate the local nuances. This shows home country (*South African*) superiority in the business operations compared to other countries across Africa.

From the responses, 67.28% of the respondents confirmed that in their organisation leaders are generally held accountable to being Employee Oriented. This is underwhelming as it demonstrates that not much importance is put on holding leaders accountable to making employees feel like they are valued and cared for by the organisation.

As shown by the research results above, majority of the respondents attest to the presence of EOL in their banks. However, 45.10% of the respondents felt that Employee Oriented Leadership is practiced better in the country where their company originates (*South Africa*) than in their countries. This could imply that even though South African banks have done a lot to promote EOL in countries they have spread to, more must be done to ensure parity with South Africa.

Regarding respondents' feeling that they are better off working at the Group office because there is more focus on Employee Oriented Leadership, the results were inconclusive. 32.69% supported, 34.62% were undecided and 32.70% disagreed. This could be because the decision to relocate to a foreign country is not entirely driven by EOL alone.

Regarding the choice between EOL and Task Oriented Leadership, 41.81% of the respondents agreed that EOL is more important than task-oriented leadership compared to 30.91% who disagreed. There was however a high proportion of undecided respondents (27.27%). This asserts Africa's diversity in that in different areas and organisational levels needs and perceptions vary and therefore implementation of EOL needs to be cognisant of these.

In a bid to define EOL from an African perspective, respondents were asked to pick five attributes of EOL that they considered most important. From the findings, the respondents picked the six most important attributes of Employee Oriented Leadership as involvement of employees in decision making, employees feeling valued and cared for by their leaders, presence of customised working conditions like flexi hours, transparency of human

capital processes, staff empowerment and consistent and timeous communication across the group. The attributes picked by the respondents supported literature on EOL in the Literature review section. It is however important to note that, being that EOL is about the perception of the organisation and its leadership by the employee, organisations seeking to reap the benefits of employee orientation must first seek to understand and proactively manage what their employees perceive as a demonstration that they are valued and cared for. Therefore, the six attributes selected by respondents as important for EOL may be unique to the experience of bank employees in Africa.

B) Level of Digitalisation:

From the results, 74.54% of the respondents confirmed that their organisations had digitalised their processes to enhance customer experience and 65.45% of the respondents believed that their organisation is competitive in the market in how it is digitalised. 58.19% of the respondents however believed that using digital platforms for Employee Oriented processes is as important as how digitalisation is used to improve customer banking experience in their organisation. If employers can see digitalisation of customer experience and platforms as a source of competitive advantage, it is surprising that they would not perceive value in using digital platforms for employee orientation at the same degree.

In the same vein, when asked whether digitalisation of internal processes in their organisations is done at the same level as that for customer, 45.45% of the responses were affirmative whereas 36.37% disagreed. This could be a demonstration that employees have been socialised to think that customers are more valuable to the banks than bank employees themselves.

The results show that for the four South African owned banks, the level of digitalisation is generally high and a source of competitive advantage in South Africa against local players and in their Africa expansion strategies. However, the digitalisation seems to be more customer centric in comparison to being employees' centric. These banks may need to consider scaling up digitalisation of internal processes to have the same benefits to customer experience extended to employee experience.

Finally, 56.36% disagreed that the pursuit for digitalisation in their organisation had resulted into reduced focus on Employee Oriented Leadership. This suggests that employees believe that competitive advantage through digitalisation does not impair focus on Employee

Orientation and one does not have to happen at the expense of another. Banks can therefore do well at both.

The situation is therefore not completely hopeless as far as EOL is concerned. There are pockets of it and some benefits have been realised as well as employees being able to challenge their requirements for the banks to be more oriented towards their needs as employees.

14. RECOMMENDATIONS

In defining what EOL means to bank employees in Africa, six organisational qualities stood out as critical; involvement of employees in decision making, employees feeling valued and cared for by their leaders, presence of customised working conditions like flexi hours, transparency of human capital processes, staff empowerment and consistent and timely communication across the group. The recommended solution therefore needs to embody these characteristics. These are important for employees to feel valued and cared for and in turn employees will own their outputs towards the success of the organisation as seen benefiting multinationals like Hilton Hotels, Coca Cola, Google, Deloitte; in their respective contexts.

It is important to note that adopting EOL can be resource intensive in the immediate term (*learning & change management, development of capabilities, training & cascading and deployment*). Employee orientation does exist in pocket in Africa and there is still plenty of room to inculcate it in the organisational culture as the benefits are important to sustainable growth of organisations.

It goes without saying that the role of digital technologies has defined how banking is, thus requiring specific and non-conventional leadership competencies. Building and applying these competencies as well as leveraging digital platforms to improve organisational processes is crucial to sustainable growth; which is primarily what banks seek to achieve. Given this, it is recommended that banks in Africa digitalise some of their human resource management processes to leverage the benefits of EOL to sustainably expand in Africa. As already noted, Africa is dynamic, diverse and youthful and the recommended solution needs to be cognisant of that. From the findings the solution should therefore achieve the following;

1. Involve employees in decision making
2. Make employees feel valued and cared for (*not to feel like they are secondary to customers as is the case*).
3. Customised working conditions, e.g. flexi hours
4. Transparent and consistent EOL experience and EVPs across organisations throughout the group regardless of country of operation
5. Empower employees to make decisions
6. Consistent and timely communication
7. Holding leaders accountable on how well they create an Employee Oriented working environment.

To achieve this, it will require extensive dynamic data to build a platform(s) with the intuition to create an Employee Oriented experience satisfying the seven qualities that respondents believe to be important. It is important to note that respondents were from different levels of the organisations and therefore these qualities are sentiments of both leaders and employees. To this end, the research study has shown that, for South African banks to fully leverage the benefits of digitalisation they need to enhance Employee Oriented Leadership and the practices should be customised to capture local nuances of the different countries where these banks operate. To start with it is recommended that bank management ensure that;

- Human resource policies for South African owned banks capture attributes of EOL and that these attributes then be localised to respective host countries to ensure it is not a copy and paste from one country to another. Therefore, feedback should always be sought from employees on their value requirements during the periodic updates of the policies. This will enable an Employee Oriented culture to flourish within these banks and their subsidiaries.
- Achievement of employee engagement measures to feature in the performance scorecards of executives and various team leaders within these banks with a significant weighting and not the usual 10% or less. This would send a clear message regarding the commitment by the organisation to EOL.

- Digitalisation of key human resource processes to improve employee convenience, satisfaction and hence engagement. It is recommended that this be done in the form of;
 - Opening internal social platforms (*e.g. a phone application for employees with secure departmental chat rooms, employee self service portal*) where communication from management to all employees or vice versa can be posted. This will enable employees to have timeous communications across the group. These platforms would also be used for discussions to get sentiment from the employees.
 - Having open surveys that employees can be prompted to take to assess their satisfaction with various human resource initiatives. For example, a staff member whose records show that they have undertaken a set amount of business training could be sent a survey on the business travel process. In the same way, the said employees' manager at later stage would receive a survey on the benefits realisation of the training given the objective set out for the intervention. This way assessments are done on actual experiences not where all employees are sent the same survey even where it is not relevant and decisions that are made thereafter are devoid of meaningful feedback from actual experience. The surveys would also serve as a tool for employees to state their value requirements.
 - Share problem statements within the organisation with employees in chat room to get inputs from them that will inform key decisions being made which are usually discussed and decisions taken about and for employees by executive management. It is important to involve staff members for two reasons. Firstly, leaders benefit from the collective genius within the organisation and the information fed for the decision making is rich. Secondly, employees are more likely to take ownership and rally behind decisions that they contributed towards.
 - Creating links or share points within the application where all policies can be accessed and update to which can prompt just as with other applications on the phone. Staff members could make suggestions and ask questions on policy clarification thus informing reviews for improvement and relevance.
 - Allow remote access to the staff portal within the App for activities such as leave application, loading leave, performance appraisal etc.

EOL initiatives need to be prioritised and measured for effectiveness as with other KPIs within the bank as weakness here will hurt sustainability and Africa expansion prospects which South African banks seek.

15. CONCLUSION

This difference in the delivery and/or cascade of EOL could be a source of disengagement and ownership of deliverables by employees thus compromising the ability to further expand into Africa by South African banks. Having established that Africa is diverse and dynamic in many aspects spanning from socialisation, culture, history macro and micro economic factors etc; responses given herein are a clear attestation to the fact that local context of respective countries is not extensively understood and applied in the endeavour to expand into Africa. This means that these South African banks are not able to fully leverage the diverse and dynamic opportunities that Africa presents as strategies that inform local operations are still very much dominated by South Africa success factors.

All employees want to feel valued and cared for, however how one goes about it needs to differ from one place, country, continent or contexts to another. Having said that though, it is important to highlight that EOL alone is not a guarantee for organisational success or superiority in leadership capability. It is critical to have a combination of leadership themes and a strong business value proposition that could be leveraged to navigate the eminent VUCA banking sector and overall business environment. As banks digitalise operations to gain efficiencies, provide convenience to customers, reduce costs and diversify their customer value proposition, the fact that EOL can be and is a vehicle for digitalisation cannot be ignored.

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ANNEXURES

Annexure 1: Definition of Competencies critical for Digital Leadership extracted from Dubru (2017)

- 1) Entrepreneurial mindset: the ability of the leader to see opportunity in a world of constant change and chaos, and is characterised by challenging the unknown through risk-taking, innovation, and drive; it is the leader's ability to see an opportunity and translate it into a vision and ultimately creative solutions as opposed to the corporate mindset of most traditional leaders.
- 2) Experiential learning: as the digital landscape is volatile and uncertain; it is the leader's willingness to test and experiment with new initiatives, and to build new products and services quickly and iteratively.
- 3) Futuristic thinking: the world is changing faster than we can understand it thanks to technology and digitisation; futuristic thinking is the ability to predict changes long before one's competitors, and to implement these new ideas into strategies, processes, business models, products and services.
- 4) Integrator: integrate all the various components and parts of an organisation to provide the best value to customers. Digitisation affects both the front end and back end of the organisation and requires teams to work in collaboration and on multiple parts of the digitisation process simultaneously.

Annexure 2: Questionnaire

EMPLOYEE ORIENTED LEADERSHIP QUESTIONNAIRE Part 1: General Questions.

Name (Optional):

Name of bank (Optional):

Gender

- A. Male
- B. Female

Age

- A. Below 24 Years
- B. 25-34 Years
- C. 35-44 Years
- D. 45-54 Years
- E. 55-64 Years

Managerial Level

- A. Vice President
- B. Director
- C. Manager
- D. Senior Manager
- E. Team Leader
- F. Individual Contributor
- G. Associate Vice President
- H. Managing Director
- I. Regional Manager
- J. Other

Department/Business Unit

- A. Treasury
- B. Retail
- C. Markets
- D. Sales
- E. Finance
- F. Credit
- G. Corporate and Investment Banking
- H. Customer Service
- I. Human Resources
- J. Product
- K. Risk
- L. Operations
- M. Legal
- N. IT
- O. Public Relations
- P. Audit
- Q. Marketing
- R. Research and Development
- S. Other

Part 2: Employee Oriented Leadership

Employee Oriented Leadership is a type of leadership style where leaders, policies and procedures of the organisation give employees the sense that they are valued and cared for by management as an individual.

Instructions: Based on the description above, please respond to the below based on your experience of the organisation you work for using the scale of 1-5 for each question. 1 being Strongly Disagree and 5 being Strongly Agree.

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	1	2	3	4	5
1. The work I do in my organisation is important for its success					
2. I get a sense that anyone can excel at my organisation. i.e. there is equal opportunity for all and training and development is geared towards giving all an opportunity to grow.					
3. In my organisations my individuality and my personal circumstances (<i>nationality, sex, tribe, physical disability, being a parent, student etc.</i>) are valued and my work is structured to enable me to excel regardless of my personal circumstances.					
4. My organisation promotes individually customised conditions which give employees more control regarding their working schedules. For example, Flexi hours, remote working etc.					
5. My organisation shows concern for my personal well-being and that of others within the organisation.					
6. In my organisation the structures allow me to form bonds with other employees across all functions.					
7. There is consistency in employee value propositions across all countries where my organisation operates to accommodate the local nuances.					
8. My organisation has a robust employee wellness program that benefits all employees very well.					
9. My immediate leader makes me feel valued and cared for.					
10. In my organisation, leaders are generally held accountable to being Employee Oriented.					

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	1	2	3	4	5
11. Do you believe that a work environment described from question (3) to (10) will motivate and inspire you to be more productive at work					
12. I feel like Employee Oriented Leadership is practiced better in the country where my company originates.					
13. I feel like I would be better off doing my role in our Group office because there is more focus on Employee Oriented Leadership.					
14. Focusing on the work that needs to be done and being incentivised for it is more important than employee-oriented leadership.					

15. List of attributes/characteristics of employee orientation

From the list below please select five (5) behaviours or attributes of an Employee Oriented environment that you consider most important.

NB Please include other attribute not covered that you deem important to the conversation on Employee Oriented Leadership

Involvement of employees in decision making regarding issues of staff welfare. Ie understand employee value requirements instead of developing employee value propositions in isolation.	
Managers making employees feel valued and cared about	
Allowing the employees to design and manage their work structure given required output	
Allow for Flexi-hours and/or working offsite/from home	
Empower all staff members to make decisions	
Consistent and timeous communication across the group	
Transparency of Human Capital processes (when, who and what it takes for promotion)	
Flexible policies that consider local context and not just cascaded from 'Group'.	
Empower management to customise policies to the local and/or individual context	
Wellness Program that speaks to diversity and inclusion of all	
Cross functional collaboration i.e. No Silos	
Demonstrate to employees 'what is in it for me'	
	Other
	Other

16. Please provide any additional comments in support of your responses.

Part 3: Digitalisation

Digitalisation is the process of taking processes that were/are manual and transforming them to being digital by adopting information technology (IT).

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	1	2	3	4	5
1. My organisation has digitalised its processes to enhance customer experience.					
2. My organisation is competitive in the market in how we are digitalised.					
3. Digitalisation of internal processes in my organisation is done at the same level as that for customers.					
4. Using digital platform for Employee Oriented processes is as important as that for customers in my organisation.					
5. It will be valuable to have applications (APPs) for HR processes as with remote banking.					
6. The pursuit for digitalisation in my organisation has resulted in reduced focus on Employee Oriented Leadership.					

Thank you very much for taking time to complete the question.



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