

Management Philosophy and Organizational Growth in Deposit Money Banks: Evidence from Asaba, Delta State, Nigeria

Esther Benson Okeoghene* and A. Anthony Kifordu

¹Public Administration Department, DELSU Business School Asaba, Delta State, Nigeria.

²Department of Business Administration, Delta State University, Abraka, Delta State, Nigeria.

Corresponding Author Email: tograced2016@gmail.com

Direct Research Journal of Management and Strategic Studies



Vol. 7(1), Pp. 38-48, February 2026

Author(s) retains the copyright of this article

This article is published under the terms of the Creative Commons Attribution License 4.0.

<https://journals.directresearchpublisher.org/index.php/drjmss/index>

Research Article
ISSN: 2787-009X

Received 10 January 2026, Accepted 1 February 2026, Published 9 February 2026

ABSTRACT

Organizational growth in the banking sector increasingly depends on internal managerial orientations rather than solely on financial capital or regulatory compliance. In service-intensive environments such as deposit money banks (DMBs), management philosophy shapes leadership behaviour, employee engagement, and service delivery, thereby influencing long-term growth outcomes. Despite its theoretical relevance, empirical evidence on this relationship remains limited at the sub-national level in Nigeria. This study examines the effect of management philosophy on organizational growth in deposit money banks operating in Asaba, Delta State, Nigeria, drawing on Human Relations Theory and the Resource-Based View. A quantitative cross-sectional survey design was adopted. Primary data were collected from employees of selected deposit money banks in Asaba using structured questionnaires. Of the 112 questionnaires distributed, 109 valid responses were analyzed using descriptive statistics and multiple regression analysis. Management philosophy was operationalized through participative decision-making, employee-centred leadership, and strategic and ethical orientation, while organizational growth was measured using financial and non-financial indicators. Reliability analysis confirmed strong internal consistency across all constructs, with Cronbach's alpha values ranging from 0.81 to 0.88. The results reveal that management philosophy has a positive and statistically significant effect on organizational growth. Participative decision-making emerged as the strongest predictor of organizational growth ($\beta = 0.391, p < 0.001$), followed by employee-centred leadership ($\beta = 0.327, p < 0.001$) and strategic and ethical orientation ($\beta = 0.289, p < 0.001$). Collectively, these variables explained 50.8% of the variation in organizational growth (Adjusted $R^2 = 0.497$), and the regression model was statistically significant ($F = 60.45, p < 0.001$). The findings imply that deposit money banks in Asaba can enhance operational efficiency, service quality, and human capital development by institutionalizing participative decision-making, strengthening employee-centred leadership, and aligning strategic objectives with ethical standards. The study concludes that management philosophy constitutes a critical intangible resource for achieving sustainable organizational growth in emerging economy banking contexts.

Keywords: Management philosophy; organizational growth; deposit money banks; human relations theory; Nigeria



Citation Benson, O. E. & Kifordu, A. A. (2026). Management Philosophy and Organizational Growth in Deposit Money Banks: Evidence from Asaba, Delta State, Nigeria. Direct Research Journal of Management and Strategic Studies. Vol. 7(1), Pp. 38-48. <https://doi.org/10.26765/DRJMSS0184739821>

INTRODUCTION

The capacity of organizations to achieve sustainable growth has increasingly shifted from a reliance on financial capital and favourable market conditions to a stronger emphasis on managerial orientation and internal governance mechanisms. In contemporary organizations, particularly within service-driven sectors, growth outcomes are shaped not only by external economic factors but also by the philosophies that guide managerial conduct and organizational decision-making. In the banking sector, where service quality, employee competence, and customer trust constitute key sources of competitive advantage, management philosophy plays a decisive role in determining organizational effectiveness and long-term growth trajectories.

Management philosophy embodies the core values, assumptions, and belief systems that influence how managers interpret organizational goals, relate with employees, allocate resources, and respond to environmental pressures (Koontz & Wehrich, 2018). These underlying managerial orientations shape leadership styles, communication patterns, and human resource practices, thereby affecting employee motivation, operational efficiency, and strategic execution. Consequently, management philosophy functions as a critical intangible organizational resource capable of fostering adaptability and sustained growth.

Deposit money banks (DMBs) in Nigeria operate within a volatile and highly regulated environment characterized by rapid technological innovation, evolving regulatory frameworks, and intensifying competition. The sector has undergone significant reforms aimed at enhancing stability, capital adequacy, and risk management. While existing literature on Nigerian banking has extensively examined issues such as financial performance, regulatory compliance, capital structure, and risk exposure, comparatively little empirical attention has been directed toward the role of managerial philosophy as a driver of organizational growth, particularly at the sub-national level. This omission is notable given the service-intensive nature of banking and the centrality of managerial practices in shaping employee behaviour and service delivery outcomes. Organizational growth in the banking sector extends beyond traditional financial indicators such as profitability to encompass expansion in asset base, market share, operational efficiency, service innovation, and human capital development (Penrose, 1959; Robbins & Judge, 2020). The persistence of uneven growth performance among Nigerian banks, despite operating under similar regulatory conditions, raises critical questions regarding the internal managerial philosophies that guide organizational processes and strategic implementation. Differences in management philosophy may explain variations in employee engagement, service quality, and responsiveness to environmental change, which ultimately translate into

divergent growth outcomes. Against this backdrop, the present study examines the relationship between management philosophy and organizational growth in deposit money banks operating in Asaba, Delta State. By situating the analysis within an emerging-market banking context, the study contributes to the broader management literature by providing context-specific empirical evidence on the growth implications of managerial philosophy. In doing so, it responds to calls for more nuanced and context-sensitive organizational research that reflects the realities of firms operating in developing economies (George et al., 2016).

In an increasingly competitive and dynamic banking environment, the ability of deposit money banks (DMBs) to achieve sustainable organizational growth depends not only on financial capital and regulatory compliance but also on managerial orientation and governance practices. While Nigerian banks have made significant strides in financial performance, capital adequacy, and risk management, many continue to experience uneven growth, inefficiencies in service delivery, and suboptimal employee engagement. These challenges raise critical questions about the internal managerial philosophies that guide decision-making, leadership, and organizational processes.

Management philosophy, which encompasses the values, beliefs, and principles underlying managerial behaviour, has been widely acknowledged as a critical determinant of organizational effectiveness in theory (Koontz & Wehrich, 2018; Drucker, 2007). However, empirical studies investigating its influence on organizational growth remain scarce, particularly at the sub-national level in Nigeria. Most prior research in the banking sector has focused on financial indicators, risk management, and compliance, leaving a significant gap in understanding how managerial orientation shapes strategic execution, employee performance, and growth outcomes. In the context of Asaba, Delta State a growing commercial hub with a concentration of deposit money banks this gap is particularly pronounced. Despite operating under similar regulatory and market conditions, banks in the region exhibit divergent growth patterns, suggesting that internal factors such as management philosophy may play a pivotal role in explaining these differences. Without systematic investigation, bank managers and policymakers lack evidence-based guidance on how managerial practices influence growth outcomes, limiting their capacity to implement effective strategies that align human, operational, and strategic resources with long-term objectives. This study therefore seeks to address this critical knowledge gap by empirically examining the relationship between management philosophy and organizational growth in deposit money banks operating in Asaba, Delta State, Nigeria. By doing so, it aims to provide actionable insights into how

managerial orientation can be leveraged to enhance organizational performance, employee engagement, and sustainable growth in the banking sector. The aim of this study is to investigate how management philosophy influences organizational growth in deposit money banks in Delta State, Nigeria. It focuses on the roles of participative decision-making, employee-centred leadership, and strategic and ethical orientation in shaping both financial and non-financial growth outcomes, with the goal of showing how managerial values can serve as a vital intangible resource for sustainable development in the banking sector.

LITERATURE REVIEW

Management Philosophy

Management philosophy refers to the foundational set of values, beliefs, and guiding principles that shape managerial behaviour, decision-making processes, and organizational governance structures (Drucker, 2007). It represents the implicit logic through which managers interpret organizational goals, relate with employees, and respond to internal and external challenges. As such, management philosophy provides a normative framework that influences leadership style, organizational culture, and the design of managerial systems. Classical management philosophy is primarily concerned with efficiency, authority, and control, emphasizing formal organizational structures, clear hierarchies, and standardized procedures as mechanisms for achieving organizational objectives (Fayol, 1916). While this approach has contributed to improvements in productivity and coordination, it has been criticized for underestimating the human and social dimensions of organizational life.

In contrast, the human relations philosophy foregrounds the role of employee motivation, participation, and social interaction in enhancing organizational effectiveness (Mayo, 2023). This perspective argues that employees are not merely economic agents but social beings whose attitudes, morale, and sense of belonging significantly influence performance outcomes. Management philosophies rooted in human relations therefore promote participative decision-making, open communication, and supportive leadership practices. Contemporary management philosophies adopt more integrative approaches, drawing on systems and contingency theories. These perspectives conceptualize organizations as open systems that interact continuously with their environments and must adapt managerial practices to contextual conditions such as technological change, regulatory pressures, and market dynamics (Kast & Rosenzweig, 1972). Within this framework, management philosophy is not static but evolves in response to environmental complexity and organizational learning.

In service-oriented sectors such as banking, management philosophy is particularly consequential. Banking operations depend heavily on employee competence, customer interaction, and service quality, making leadership orientation, communication patterns, and employee engagement central to organizational success. Consequently, management philosophy shapes not only internal processes but also customer experiences and long-term growth outcomes.

Organizational Growth

Organizational growth refers to the process through which an organization expands its productive capacity, strategic scope, and overall effectiveness over time (Penrose, 1959). Growth is traditionally associated with increases in size and financial performance; however, contemporary scholarship recognizes growth as a multidimensional phenomenon encompassing both quantitative and qualitative dimensions.

In the banking sector, organizational growth is commonly reflected in indicators such as profitability, asset accumulation, branch network expansion, deposit mobilization, and credit growth. Beyond these financial measures, growth also manifests in improvements in operational efficiency, service innovation, technological adoption, and human capital development (Central Bank of Nigeria [CBN], 2023). These non-financial dimensions are increasingly critical in determining banks' competitiveness and resilience in dynamic environments. Modern perspectives emphasize that organizational growth is shaped by the effective deployment of both tangible resources, such as capital and infrastructure, and intangible resources, including managerial capabilities, organizational culture, and employee skills. Accordingly, growth is not merely a function of external market opportunities but also of internal managerial processes and strategic orientation. Variations in growth performance among banks operating under similar regulatory and economic conditions suggest that internal organizational factors play a decisive role in shaping growth trajectories.

Participative decision-making and organizational growth

Participative decision-making, defined as the degree to which managers involve employees in organizational decisions, is widely recognized as a key driver of organizational growth and effectiveness. By engaging employees in decision-making processes, managers can leverage the knowledge, skills, and creativity of their workforce, fostering a sense of ownership and commitment that translates into enhanced performance outcomes (Somech, 2006). This approach aligns closely with the Human Relations Theory, which posits that

employee involvement, social integration, and motivation are critical determinants of organizational success (Mayo, 2023).

In the banking sector, participative decision-making has been linked to improved operational efficiency, service quality, and innovation. Employees who are consulted in strategic and operational decisions are more likely to contribute innovative ideas, adopt organizational goals as their own, and exhibit higher levels of accountability (Yousef, 2000). This enhanced engagement not only strengthens human capital utilization but also enables banks to respond more effectively to dynamic market conditions, regulatory changes, and competitive pressures, thereby promoting sustained organizational growth.

Empirical evidence supports the positive relationship between participative management practices and organizational growth. For instance, Adebayo and Ogunyomi (2020) found that participative decision-making in Nigerian banks significantly improved employee performance, leading to better operational outcomes and higher organizational effectiveness. Similarly, Okeke and Eze (2022) reported that employee involvement in decision-making positively influenced service delivery and strategic goal attainment in financial institutions, highlighting its critical role in fostering growth. In summary, participative decision-making enhances organizational growth by promoting employee engagement, operational efficiency, and innovation. For deposit money banks in emerging-market contexts, such as Asaba, Delta State, participative management practices represent a vital internal mechanism through which managerial philosophy can translate into tangible growth outcomes.

Employee-centred leadership and organizational growth

Employee-centred leadership, which emphasizes the welfare, development, and recognition of employees, is a critical dimension of management philosophy that can significantly influence organizational growth. By prioritizing employee needs, fostering supportive relationships, and facilitating professional development, leaders create an environment in which employees are motivated, committed, and willing to contribute discretionary effort toward organizational objectives (Khan et al., 2019). Such leadership practices are closely aligned with Human Relations Theory, which posits that employee satisfaction, social integration, and morale are fundamental drivers of organizational effectiveness. In the banking sector, employee-centred leadership has been shown to enhance productivity, reduce turnover, and improve service delivery. When managers provide mentorship, recognition, and opportunities for skill development, employees are more likely to internalize organizational goals, exhibit innovative behaviour, and perform optimally, thereby

contributing to sustained organizational growth (Pillai & Williams, 2004). This is particularly important in deposit money banks, where service quality and operational efficiency are directly linked to employee engagement and motivation.

Empirical studies support the positive influence of employee-centred leadership on organizational performance and growth. For example, Adebayo and Ogunyomi (2020) found that leadership practices that prioritize employee well-being significantly improved operational outcomes in Nigerian banks. Similarly, Okeke and Eze (2022) reported that employee-focused leadership enhanced staff commitment and productivity, leading to better achievement of organizational goals. These findings underscore the importance of leadership approaches that treat employees as strategic assets rather than mere organizational resources. In summary, employee-centred leadership promotes organizational growth by fostering a motivated, skilled, and engaged workforce. For deposit money banks in emerging-market contexts such as Asaba, Delta State, adopting employee-focused leadership practices can strengthen human capital, improve operational efficiency, and drive long-term growth.

Strategic and ethical orientation and organizational growth

Strategic and ethical orientation represents a critical dimension of management philosophy, reflecting the extent to which managers align organizational actions with long-term strategic objectives while adhering to ethical standards. Managers who emphasize ethical decision-making, transparency, and strategic alignment not only ensure compliance with regulatory frameworks but also foster trust, legitimacy, and sustainable competitive advantage (Treviño et al., 2000). This orientation is particularly relevant in the banking sector, where ethical lapses, poor governance, and short-termism can undermine stakeholder confidence, operational stability, and long-term growth. From a strategic perspective, ethical orientation guides organizational resource allocation, risk management, and decision-making processes to prioritize long-term value creation over short-term gains. Ethical and strategic management practices create a culture of accountability, reinforce organizational values, and promote consistent goal-directed behaviours across all levels of the organization (Kaptein, 2008). This alignment enhances operational efficiency, strengthens employee commitment, and encourages innovative practices that contribute to sustained organizational growth. Empirical evidence supports the positive impact of strategic and ethical orientation on organizational outcomes. For example, Okeke and Eze (2022) found that banks with a strong emphasis on ethical leadership and strategic alignment exhibited higher levels of operational

efficiency, employee engagement, and service quality. Similarly, Adebayo and Ogunyomi (2020) reported that ethical and strategically guided managerial practices positively influenced organizational performance in Nigerian banks, suggesting a strong linkage between ethical orientation and growth outcomes. In summary, strategic and ethical orientation enhances organizational growth by ensuring that managerial decisions and organizational practices are both goal-directed and morally grounded. For deposit money banks in emerging-market contexts such as Asaba, Delta State, integrating strategic foresight with ethical standards can strengthen organizational legitimacy, improve stakeholder trust, and drive sustainable growth.

Theoretical Framework

This study is anchored on Human Relations Theory and the Resource-Based View (RBV), which together provide a robust theoretical foundation for examining the relationship between management philosophy and organizational growth. Human Relations Theory posits that employee satisfaction, motivation, and social integration are central to organizational effectiveness and performance. The theory argues that managerial practices that recognize employees' psychological and social needs foster higher levels of commitment, cooperation, and productivity. Within the banking context, where service quality and customer relationships are largely driven by employee behaviour, management philosophies that emphasize participation and supportive leadership are likely to enhance organizational growth. The Resource-Based View, on the other hand, conceptualizes organizations as bundles of resources and capabilities, arguing that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). While early RBV research focused primarily on tangible assets, contemporary interpretations highlight the strategic importance of intangible resources such as managerial philosophy, organizational culture, and leadership capabilities. Management philosophy, as an embedded and socially complex organizational resource, influences how employees deploy their skills, how strategies are formulated and implemented, and how organizations respond to environmental challenges. By shaping patterns of behaviour, decision-making, and coordination, management philosophy serves as a critical mechanism through which banks can achieve sustained organizational growth. The integration of Human Relations Theory and RBV therefore provides a compelling framework for understanding how managerial values translate into growth outcomes in deposit money banks.

Empirical Evidence and Hypothesis

Empirical studies have established positive associations

between management practices, leadership style, and organizational performance in financial institutions (Adebayo & Ogunyomi, 2020; Okeke & Eze, 2022). However, empirical evidence linking management philosophy directly to organizational growth in Nigerian DMBs remains limited.

METHODOLOGY

Research Design

This study employed a quantitative research approach anchored on a cross-sectional survey research design to empirically examine the effect of management philosophy on organizational growth in deposit money banks. The cross-sectional design enabled the systematic collection of data from a large number of respondents at a single point in time, making it suitable for examining relationships among clearly defined constructs without manipulating the study environment. This design is particularly appropriate for organizational and management research where perceptual data from employees are required to explain institutional outcomes (Creswell & Creswell, 2018). Management philosophy was operationalized through three dimensions: participative decision-making, employee-centred leadership, and strategic and ethical orientation while organizational growth constituted the dependent variable. To test the hypothesized relationships and determine the predictive influence of these managerial dimensions on organizational growth, multiple regression analysis was adopted. Regression analysis is considered robust for explaining causal tendencies and estimating the magnitude and direction of relationships between independent and dependent variables in social science research (Hair et al., 2019).

Study Area

The study was conducted in Asaba, the capital city of Delta State, Nigeria. Asaba is a rapidly growing commercial and administrative centre with a high concentration of deposit money banks operating within its metropolis. The city's strategic importance as a regional financial hub makes it a suitable and representative context for examining managerial practices and organizational growth within the Nigerian banking sector. Additionally, the diversity of banking institutions and workforce composition in Asaba enhances the external validity of the study's findings, particularly for emerging-market financial environments.

Study Population

The population of the study comprised employees of selected deposit money banks operating in Delta State, specifically those engaged in both managerial and operational functions. The inclusion of staff across hierarchical levels ensured that diverse perspectives on

management philosophy and organizational growth were adequately captured. The total population size consisted of 155 employees, representing the number of eligible staff members across the selected bank branches.

Table 1: Selected Deposit Money Banks in Delta State.

Bank Name	Branch Location	Population Size*
Zenith Bank Plc	Asaba Branch	35
Guaranty Trust Bank (GTBank)	Asaba Branch	30
Access Bank Plc	Asaba Branch	32
First Bank of Nigeria	Asaba Branch	28
United Bank for Africa (UBA)	Asaba Branch	30
Total		155

Source: Researcher's Fieldwork (2025)

Sample Size Determination

The sample size was determined using the Krejcie and Morgan (1970) sample size determination table for finite populations. Based on a population of 155 employees, a sample size of 112 respondents was deemed statistically adequate to ensure representativeness, reduce sampling error, and enhance the reliability of inferential analysis. This sample size meets the minimum requirements for multivariate statistical techniques such as regression analysis.

Sampling Technique

A stratified random sampling technique was adopted to enhance representativeness and reduce sampling bias. The population was first stratified according to individual banks, after which respondents were proportionally allocated to each stratum based on staff strength. Within each stratum, simple random sampling was employed to select respondents, ensuring that all eligible employees had an equal and independent chance of participation. This approach improved the precision of estimates and ensured balanced representation across banking institutions.

Sources of Data

Data for the study were obtained exclusively from primary sources. Primary data were considered most appropriate because the constructs examined management philosophy and organizational growth are perceptual and behavioral in nature and are not readily available through secondary sources such as financial reports or published databases.

Method of Data Collection

Primary data were collected through self-administered

structured questionnaires, distributed both physically and electronically to respondents in the selected banks. The use of multiple distribution modes enhanced response rates and accessibility. Respondents were provided with clear instructions regarding questionnaire completion and were assured of anonymity and confidentiality to minimize response bias and encourage honest disclosure.

Instrument of Data Collection

The research instrument was a structured questionnaire developed based on well-established and validated scales from extant literature:

Participative Decision-Making: Adapted from Somech (2006) and Adebayo and Ogunyomi (2020)

Employee-Centred Leadership: Adapted from Pillai and Williams (2004) and Khan et al. (2019)

Strategic and Ethical Orientation: Adapted from Kaptein (2008) and Treviño et al. (2000)

Organizational Growth: Adapted from Penrose (1959) and the Central Bank of Nigeria (CBN, 2023), incorporating both financial and non-financial growth indicators

All items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale was selected due to its effectiveness in measuring attitudes, perceptions, and behavioral tendencies in organizational research.

Validity of the Research Instrument

Content validity was established through expert review. The questionnaire was evaluated by three scholars with expertise in management and banking research, who assessed the relevance, clarity, and adequacy of the items in capturing the study constructs. Their feedback informed minor revisions to enhance clarity and construct alignment. In addition, a pilot study was conducted involving 15 employees from deposit money banks not included in the main study. The pilot test helped to identify ambiguities, assess item comprehension, and confirm construct coverage, thereby strengthening the overall validity of the instrument (Creswell & Creswell, 2018).

Reliability of the Research Instrument

The internal consistency of the instrument was assessed using Cronbach's alpha coefficient, with a benchmark value of 0.70 adopted as the minimum acceptable threshold for reliability (Hair et al., 2019). Results from the pilot study indicated that all constructs recorded Cronbach's alpha values exceeding the threshold, demonstrating satisfactory internal consistency and reliability of the measurement scales.

Method of Data Analysis: Data analysis was carried out using descriptive and inferential statistical techniques, facilitated by appropriate statistical software.

Descriptive statistics: (mean, standard deviation, frequencies, and percentages) were used to summarize respondents' demographic characteristics and describe the distribution of study variables.

Inferential statistics, specifically multiple regression analysis, were employed to examine the effect of participative decision-making, employee-centred leadership, and strategic and ethical orientation on organizational growth. Statistical significance was evaluated at the 5 per cent ($p < 0.05$) level, consistent with conventions in social science research.

Model Specification

$$OG_i = \beta_0 + \beta_1 PDM_i + \beta_2 ECL_i + \beta_3 SEO_i + \epsilon$$

Where:

OG_i = Organizational growth (dependent variable)

PDM = Participative decision-making (independent variable)

ECL = Employee-centred leadership (independent variable)

SEO = Strategic and ethical orientation (independent variable)

β_0 = Intercept

$\beta_1, \beta_2, \beta_3$ = Regression coefficients

ϵ_i = Error term

This model facilitates the simultaneous estimation of the individual and combined effects of the dimensions of management philosophy on organizational growth, thereby providing a comprehensive empirical assessment of the study's objectives.

RESULTS

This section reports and interprets the empirical findings on the relationship between management philosophy and organizational growth in selected deposit money banks in Asaba, Delta State. All interpretations are based strictly on the empirical evidence presented in (Tables 1–6).

Survey Response Rate and Data Suitability

Of the 112 questionnaires distributed to employees across the five sampled deposit money banks, 109 were returned and deemed usable, yielding a response rate of 97.3%. This level of participation exceeds commonly accepted standards in organizational research and substantially limits the likelihood of non-response bias.

High response rates are particularly important in perceptual studies, as they enhance confidence in the representativeness and stability of the data (Baruch & Holtom, 2008). The response rate achieved therefore provides a strong foundation for inferential analysis.

Reliability Assessment of Study Constructs

The internal consistency of the study variables was evaluated using Cronbach's alpha, with results reported in (Table 2). All constructs exceeded the recommended minimum reliability threshold of 0.70 (Hair et al., 2019). Specifically, participative decision-making ($\alpha = 0.82$), employee-centred leadership ($\alpha = 0.85$), strategic and ethical orientation ($\alpha = 0.81$), and organizational growth ($\alpha = 0.88$) demonstrate high internal reliability. These results indicate that the measurement items consistently captured their intended constructs and that the scales were suitable for regression analysis. The high reliability of the organizational growth construct further strengthens the credibility of the dependent variable used in the model.

Descriptive Analysis of Study Variables

The descriptive statistics presented in (Table 3) reveal that respondents perceived all dimensions of management philosophy to be strongly present in their organizations. Participative decision-making recorded a mean score of 4.12 (SD = 0.52), suggesting that employees generally experience meaningful involvement in organizational decision processes. Employee-centred leadership similarly recorded a high mean value (M = 4.08, SD = 0.58), indicating that leadership practices emphasizing employee support and development are prevalent. Strategic and ethical orientation also showed a high mean score (M = 4.05, SD = 0.61), reflecting consistent alignment between ethical standards and strategic priorities. Organizational growth recorded a mean score of 3.97 with a standard deviation of 0.65 (Table 3), indicating that respondents perceive their banks to be performing well in terms of efficiency, service delivery, and human capital development. The relatively low dispersion across variables suggests convergence in employee perceptions across the sampled banks. Collectively, these descriptive results suggest favourable managerial conditions and provide preliminary support for a positive association between management philosophy and organizational growth.

Regression Model Fit and Explained Variance

The regression model summary reported in (Table 4) indicates a strong relationship between management philosophy and organizational growth. The coefficient of determination ($R^2 = 0.508$) shows that 50.8% of the variation in organizational growth is explained by

Table 2: Cronbach's Alpha Reliability Test

Construct	Number of Items	Cronbach's Alpha
Participative Decision-Making	5	0.82
Employee-Centred Leadership	5	0.85
Strategic and Ethical Orientation	5	0.81
Organizational Growth	6	0.88

Table 3: Descriptive Statistics of Study Variables (n = 109).

Variable	Mean	Std. Dev.	Interpretation
Participative Decision-Making (PDM)	4.12	0.52	High
Employee-Centred Leadership (ECL)	4.08	0.58	High
Strategic and Ethical Orientation (SEO)	4.05	0.61	High
Organizational Growth (OG)	3.97	0.65	High

Source: Researcher's Analysis (2025)

Table 4: Regression Model Summary.

Model	R	R ²	Adjusted R ²	Std. Error of Estimate
1	0.713	0.508	0.497	0.459

Source: Researcher's Analysis (2025).

Table 5: ANOVA (Regression Significance Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.27	3	12.76	60.45	0.000***
Residual	37.01	105	0.35		
Total	75.28	108			

Source: Researcher's Analysis (2025)

participative decision-making, employee-centred leadership, and strategic and ethical orientation. The adjusted R² value of 0.497 confirms that the model retains substantial explanatory power after adjusting for the number of predictors. In studies of organizational outcomes, this level of explanatory power is considered robust, particularly given the complex and multidimensional nature of growth, which is often influenced by external institutional and macroeconomic factors (Penrose, 1959). The unexplained variance may therefore be attributable to contextual influences such as regulatory frameworks, economic volatility, and industry-level competition in the Nigerian banking sector (Central Bank of Nigeria, 2023).

Overall Model Significance

The ANOVA results presented in (Table 5) indicate that the regression model is statistically significant ($F = 60.45$, $p < 0.001$). This finding confirms that the combined effect of the management philosophy variables significantly predicts organizational growth and that the model provides a superior fit compared to a model without predictors. This result is consistent with systems-oriented perspectives of organizations, which emphasize that performance outcomes arise from the interaction of

managerial practices, leadership behaviour, and strategic alignment rather than isolated factors (Kast & Rosenzweig, 1972).

Effects of Management Philosophy Dimensions on Organizational Growth

The individual regression coefficients reported in (Table 6) provide insight into the relative contribution of each management philosophy dimension.

Participative Decision-Making

Participative decision-making emerged as the strongest predictor of organizational growth ($\beta = 0.391$, $t = 5.36$, $p < 0.001$), as shown in (Table 6). This result indicates that greater employee involvement in decision-making processes significantly enhances growth outcomes. The finding supports the core assumptions of Human Relations Theory, which posits that participation improves motivation, commitment, and organizational effectiveness (Mayo, 2023). Empirical studies within the Nigerian banking context similarly report that participatory management practices enhance employee performance and organizational outcomes (Adebayo & Ogunyomi, 2020).

Table 6: Regression Coefficients.

Independent Variable	β (Unstandardized)	Std. Error	t	p-Value	Decision
Constant	0.842	0.318	2.65	0.009	–
Participative Decision-Making (PDM)	0.391	0.073	5.36	0.000***	H ₁ Supported
Employee-Centred Leadership (ECL)	0.327	0.081	4.03	0.000***	H ₂ Supported
Strategic and Ethical Orientation (SEO)	0.289	0.079	3.66	0.000***	H ₃ Supported

Source: Researcher's Analysis (2025); *** $p < 0.01$

By incorporating employee input into decision-making, banks are better positioned to improve operational responsiveness and reduce resistance to organizational change.

Employee-Centred Leadership

Employee-centred leadership also demonstrated a positive and statistically significant relationship with organizational growth ($\beta = 0.327$, $t = 4.03$, $p < 0.001$), as indicated in (Table 6). This suggests that leadership practices that prioritize employee welfare, professional development, and recognition contribute meaningfully to growth performance. This finding aligns with existing literature that associates supportive and people-oriented leadership styles with improved service quality, innovation, and organizational commitment (Khan et al., 2019; Pillai & Williams, 2004). In the banking sector, where service delivery and human capital quality are critical, such leadership practices play a central role in sustaining growth (Robbins & Judge, 2020).

Strategic and Ethical Orientation

Strategic and ethical orientation was also found to positively influence organizational growth ($\beta = 0.289$, $t = 3.66$, $p < 0.001$), as reported in (Table 6). Although its coefficient is comparatively smaller, the effect remains statistically significant and substantively important. This result supports the Resource-Based View, which identifies ethical culture and strategic coherence as intangible organizational resources capable of generating sustained competitive advantage (Barney, 1991). Ethical practices enhance organizational legitimacy and stakeholder trust, while strategic alignment ensures consistency between managerial actions and long-term organizational objectives (Kaptein, 2008; Treviño et al., 2000).

DISCUSSION

This section presents and discusses the empirical findings on the effect of management philosophy on organizational growth in deposit money banks, drawing explicitly on the regression results reported in (Tables 3–6). The discussion integrates the study's empirical evidence with extant theoretical and empirical literature to situate the findings within international management and organizational behavior scholarship. The descriptive

statistics presented in Table 3 indicate that respondents reported consistently high perceptions of participative decision-making (Mean = 4.12, SD = 0.52), employee-centred leadership (Mean = 4.08, SD = 0.58), strategic and ethical orientation (Mean = 4.05, SD = 0.61), and organizational growth (Mean = 3.97, SD = 0.65). These results suggest that the sampled deposit money banks operate within a managerial environment characterized by relatively strong human-centred and ethically oriented management philosophies. These findings are consistent with prior evidence that contemporary organizations particularly in service-intensive sectors such as banking—are increasingly adopting people-oriented management practices to enhance performance and resilience (Robbins & Judge, 2020; Drucker, 2007). The high mean scores also align with Shinde (2025) 4P model, which emphasizes people and power-sharing as critical foundations for employee engagement and organizational effectiveness. From a contextual perspective, the results suggest that Nigerian deposit money banks are progressively embedding participative and employee-focused practices, corroborating earlier findings by Adebayo and Ogunyomi (2020) and Okeke and Eze (2022). The reliability results reported in Table 2 demonstrate strong internal consistency across all constructs, with Cronbach's alpha values ranging from 0.81 to 0.88. These values exceed the recommended threshold of 0.70, confirming the robustness of the measurement instruments (Hair et al., 2019). The adequacy of the regression model is further supported by the model summary in Table 4, which reveals an Adjusted R² of 0.497, indicating that approximately 49.7% of the variance in organizational growth is jointly explained by participative decision-making, employee-centred leadership, and strategic and ethical orientation. This level of explanatory power is substantial within organizational research and compares favorably with similar studies conducted in both developed and emerging economies (Khan et al., 2019; Somech, 2006). The ANOVA results in Table 5 further confirm the overall statistical significance of the model ($F = 60.45$, $p < 0.001$), indicating that management philosophy variables collectively exert a significant influence on organizational growth in deposit money banks. The regression results in Table 6 reveal that participative decision-making exerts the strongest positive and statistically significant influence on organizational growth ($\beta = 0.391$, $p < 0.001$). This finding provides strong empirical support for Human Relations Theory and Likert's System IV leadership model,

which emphasize employee involvement as a catalyst for motivation, commitment, and performance (Mayo, 2023; KIS, 2025). The result is consistent with earlier empirical studies demonstrating that employee involvement enhances organizational adaptability and performance outcomes (Bah et al., 2024; Somech, 2006). Hosseini et al. (2024) similarly argue that employee voice mechanisms strengthen organizational learning and innovation capacity, which are critical drivers of growth in dynamic environments such as banking. In the Nigerian context, this finding extends the work of Adebayo and Ogunyomi (2020), who reported that participative management practices significantly improve employee performance in banks, by demonstrating that such practices also translate into broader organizational growth outcomes.

Furthermore, the finding aligns with systems theory, which views organizations as interdependent systems in which inclusive decision-making enhances coordination and effectiveness (Kast & Rosenzweig, 1972). From a practical standpoint, the result suggests that deposit money banks that institutionalize participatory governance structures are more likely to achieve sustainable growth through improved employee commitment, reduced resistance to change, and enhanced operational efficiency. Employee-centred leadership was also found to have a positive and statistically significant effect on organizational growth ($\beta = 0.327$, $p < 0.001$; Table 6). This finding reinforces the growing body of leadership literature that positions human-centred and transformational leadership styles as key drivers of organizational outcomes (Pillai & Williams, 2004; Khan et al., 2019).

The result is consistent with recent studies emphasizing leadership empathy, trust, and employee development as central to performance in contemporary organizations (Hjelm & Svenlin, 2025; Mitonga-Monga & Monyai, 2025). It also aligns with Suwandi et al. (2026) and Ünal (2025), who argue that leadership in the digital and AI-driven era must remain fundamentally people-focused to sustain innovation and growth.

In comparison with earlier Nigerian studies, the present finding extends Okeke and Eze's (2022) work by demonstrating that employee-centred leadership not only enhances organizational effectiveness but also contributes directly to measurable growth outcomes. The result further resonates with Penrose's (1959) theory of firm growth, which emphasizes managerial capability and human resources as internal constraints or enablers of expansion. Strategic and ethical orientation was found to exert a positive and statistically significant influence on organizational growth ($\beta = 0.289$, $p < 0.001$; Table 6). Although its standardized effect size is comparatively smaller than those of participative decision-making and employee-centred leadership, its significance underscores the critical role of ethical governance and strategic coherence in the banking sector. This finding lends strong empirical support to the Resource-Based View, which

conceptualizes ethical culture, trust, and strategic alignment as valuable, rare, and inimitable organizational resources capable of generating sustained competitive advantage (Barney, 1991). The result is consistent with Kaptein's (2008) corporate ethical virtues model and Treviño et al.'s (2000) ethical context framework, both of which emphasize the role of ethical systems in shaping organizational behavior and performance.

Empirically, the finding aligns with Abdelhay (2025), who reported that ethical and socially responsible practices enhance organizational outcomes through improved employee well-being and stakeholder trust. In highly regulated industries such as banking, ethical orientation also supports institutional legitimacy and risk mitigation, a point reinforced by Central Bank of Nigeria (2023) regulatory expectations and Pickles' (2024) work on organizational resilience. Taken together, the findings demonstrate that management philosophy functions as an integrated system rather than as isolated managerial practices. Participative decision-making enhances employee voice and commitment (Hosseini et al., 2024), employee-centred leadership strengthens human capital development (Ramanadhula, 2025; Ogunyemi & Góral, 2025), and strategic and ethical orientation ensures coherence, legitimacy, and long-term sustainability (Kaptein, 2008; Barney, 1991).

This integrated perspective advances management theory by empirically validating classical management insights (Fayol, 1916; Mayo, 2023) within a contemporary African banking context, responding to calls by George et al. (2016) for more context-sensitive organizational research in Africa. The findings also reinforce the argument that organizational growth is not solely a function of financial or technological resources, but is deeply rooted in managerial values, leadership practices, and ethical systems. From a managerial standpoint, the results suggest that deposit money banks seeking sustainable growth should prioritize participative governance structures, invest in employee-centred leadership development, and institutionalize ethical and strategically aligned decision-making processes. These implications are consistent with Koontz and Wehrich (2018) assertion that effective management requires the integration of human, structural, and ethical dimensions. For policymakers and regulators, the findings highlight the importance of promoting governance frameworks that encourage ethical leadership and employee involvement as mechanisms for strengthening the stability and growth of the banking sector. Such an approach supports not only organizational performance but also broader financial system resilience.

Conclusion

This study confirms that management philosophy

significantly drives organizational growth in deposit money banks in Asaba, Delta State. The regression results showed that participative decision-making ($\beta=0.391$, $p<0.001$) was the strongest predictor, followed by employee-centred leadership ($\beta=0.327$, $p<0.001$) and strategic and ethical orientation ($\beta=0.289$, $p<0.001$). Together, these dimensions explained nearly half of the variation in growth outcomes (Adjusted $R^2=0.497$). The implications of these results are clear. The strong effect of participative decision-making highlights that involving employees in organizational decisions enhances innovation, accountability, and adaptability. Employee-centred leadership underscores the importance of prioritizing employee welfare and development, which strengthens service quality and reduces turnover. Strategic and ethical orientation demonstrates that aligning long-term goals with ethical standards builds trust and legitimacy, positioning banks for sustainable growth in volatile markets. Management philosophy therefore emerges as a critical intangible resource for organizational growth in Nigerian deposit money banks. By embedding participative decision-making, employee-centred leadership, and ethical strategic alignment into practice, banks can achieve resilience, efficiency, and competitiveness. Future research should extend these insights across regions and sectors, while exploring longitudinal patterns to capture how managerial philosophies evolve with organizational growth.

Recommendations

Based on the findings, the study offers the following recommendations:

- i. Bank management should institutionalize participative decision-making structures, such as joint planning sessions and feedback forums, to involve employees in strategic and operational decisions. This will strengthen ownership, accountability, and performance.
- ii. Banks should prioritise training managers in employee-focused leadership styles, emphasising mentorship, recognition, and continuous professional development programs to boost motivation and productivity.
- iii. Management should integrate strategic planning with ethical standards, ensuring that all decisions align with long-term organizational goals and regulatory compliance. Ethical audits, transparent reporting, and corporate governance initiatives should be strengthened. Regulators and banking associations in Nigeria should encourage best practices in management philosophy, as these practices contribute not only to organizational growth but also to sector stability and customer trust.

REFERENCES

- Abdelhay, S. (2025). The Synergistic Impact of Corporate Social Responsibility on Human Resource Management: The Mediating Role of Employee Well-being and the Moderating Influence of Diversity and Inclusion Initiatives. *Available at SSRN 5153353*.
- Adebayo, O. A., & Ogunyomi, P. O. (2020). Management practices and employee performance in Nigerian banks. *Journal of Management and Strategy*, 11(2), 45–58.
- Asif, M., Jabbar, S., & Yusaf, S. (2026). Employee Perspectives on Remote Work Culture and Leadership in Hybrid Organisations. *The Critical Review of Social Sciences Studies*, 4(1), 151-167.
- Bah, M. O. P., Sun, Z., Hange, U., & Edjoukou, A. J. R. (2024). Effectiveness of organizational change through employee involvement: Evidence from telecommunications and refinery companies. *Sustainability*, 16(6), 2524.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, 61(8), 1139–1160.
- Central Bank of Nigeria. (2023). *Statistical bulletin*. CBN. cohesiveness, commitment, and performance. *Journal of Organizational Change Management*, 17(2), 144–159
- Drucker, P. F. (2007). *Management challenges for the 21st century*. HarperBusiness.
- Fayol, H. (1916). *General and industrial management*. Pitman.
- George, G., Corbishley, C., Khayesi, J. N. O., Haas, M. R., & Tihanyi, L. (2016). *Bringing Africa*
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage.
- Hjelm, E. A. S., & Svenlin, F. (2025). The heart of leadership: A qualitative study from employees' perspectives about affective experiences in leader-follower relationships across Sweden and Switzerland.
- Hosseini, E., Sabokro, M., & Salamzadeh, A. (2024). Conceptualizing employee voice within organizations: A systematic literature review based on five decades' studies. *Humanizing Businesses for a Better World of Work*, 127-145.
- Kaptein, M. (2008). Developing and testing a measure for the ethical culture of organizations:
- Kast, F. E., & Rosenzweig, J. E. (1972). General systems theory: Applications for organization and management. *Academy of Management Journal*, 15(4), 447–465.
- Khan, S. N., Khan, A., & Nadeem, M. (2019). Employee-centered leadership and organizational
- KIS, Z. S. (2025). Participative Leadership in a Global Workforce: Applying Likert's System IV in German Organizations with International Employees. *Classical Scholars of Leadership Theory*, 59.
- Koontz, H., & Wehrich, H. (2018). *Essentials of management* (10th ed.). McGraw-Hill Education.
- Mayo, E. (2023). *The human problems of an industrial civilization*. Macmillan.
- Mitonga-Monga, J., & Monyai, D. P. (2025). Organisational culture, responsible leadership, and job satisfaction: A social identity and learning approach. *International Journal of Business Ecosystem & Strategy* (2687-2293), 7(5), 102-116.
- Ogunyemi, K., & Góral, A. (2025). A human-centred perspective in public management. In *Humanistic Management in the Public Sector: Global Contexts and Perspectives* (pp. 1-16). Cham: Springer Nature Switzerland.
- Okeke, M. N., & Eze, B. U. (2022). Leadership style and organizational effectiveness in Nigerian financial institutions. *African Journal of Management Research*, 8(1), 63–78.
- Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford University Press.
- performance: A study of service sector employees. *International Journal of Business and Management*, 14(3), 56–68.
- Pickles, M. (2024). Designing a Strategic Restructuring Implementation Framework for Organisational Resilience: Insights from an

- Engineering and Technology Firm. *Journal of Information Systems Engineering and Management (JISEM)*.
- Pillai, R., & Williams, E. A. (2004). Transformational leadership, self-efficacy, group
- Ramanadhula, J. (2025). *Investigating the Impact of Transformational Leadership Style on Employee Job Satisfaction in Fintech Companies in Wales* (Doctoral dissertation, University of Wales Trinity Saint David).
- Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Pearson.
- Shinde, S. (2025). Decoding Employee Disengagement: The 4P Model of People, Process, Purpose, and Power. *Revista Review Index Journal of Multidisciplinary*, 5(1), 174-184.
- Somech, A. (2006). The effects of leadership style and team process on performance and innovation in functionally heterogeneous teams. *Journal of Management*, 32(1), 132–157.
- Suwandi, S., Ekhsan, M., Daspar, D., Syahira, A. D., & Aisaturahma, A. (2026). Agile human resource strategy and leadership for innovation performance in the digital era. *SA Journal of Human Resource Management*, 24, 3350.
- The corporate ethical virtues model. *Journal of Organizational Behavior*, 29(7), 923–947.
- Treviño, L. K., Butterfield, K. D., & McCabe, D. L. (2000). The ethical context in organizations: Influences on employee attitudes and behaviors. *Business Ethics Quarterly*, 10(4), 851–879
- Ünal, A. (2025). Leadership in the age of artificial intelligence. *Business & Management Studies: An International Journal*, 13(4), 2406-2418.
- Yousef, D. A. (2000). Organizational commitment: A mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53(4), 513–537.