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2022/2023 PhD Thesis Abstract

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RT: Chief Executive Officers' Characteristics and Organisational Performance of Listed Deposit Money Banks in Nigeria

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AB: Organizational performance of Deposit Money Banks (DMBs) is determined by the competence of management. Studies have shown that the realization of organisational performance has been jeopardized by the susceptibility of DMBs to financial hardship and systemic failure leading to loss of competitive advantage, innovation, firm value, resource efficiency and firm growth. Literature showed that not many DMBs have integrated the characteristics of Chief Executive Officers as key performance indicator to enhance their organizational performance. Hence, this study examined the effect of Chief Executive Officers' (CEO) characteristics on organisational performance of listed deposit money banks in Nigeria.

Survey research design was adopted for the study. The population comprised 504 full-time top management employees of the listed DMBs in Nigeria. A sample size of 442 was determined using Krejcie and Morgan table. Random sampling technique was employed in selecting the respondents. A structured and validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.80 to 0.90. The response rate of 86.2% was achieved. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics.

Findings revealed that CEO characteristics had significant effect on the organisational performance ($Adj.R^2 = 0.91$, $F(5, 375) = 755.89$, $p < 0.05$) of listed DMBs in Nigeria. Furthermore, CEO characteristics had significant effect on competitive advantage ($Adj.R^2 = 0.84$, $F(5, 375) = 400.57$, $p < 0.05$), firm innovation ($Adj.R^2 = 0.82$, $F(5, 375) = 351.16$, $p < 0.05$), firm value ($Adj.R^2 = 0.78$, $F(5, 375) = 265.88$, $p < 0.05$), resources efficiency ($Adj.R^2 =$

0.81, $F(5, 375) = 333.82, p < 0.05$) and firm growth ($Adj.R^2 = 0.79, F(5, 375) = 291.27, p < 0.05$). The effect of CEO characteristics on the organisational performance was significantly moderated by organisational culture ($\beta = -0.03, \Delta R^2 = 0.00, \Delta F = 6.74, p < 0.05$) and firm size ($\beta = -0.06, \Delta R^2 = 0.00, \Delta F = 18.14, p < 0.05$). Finally, the effect of CEO characteristics on the organisational performance was not significantly moderated by the combination of organisational culture and firm size ($\beta = -0.00, \Delta R^2 = 0.00, \Delta F = 2.39, p > 0.05$).

The study concluded that CEO characteristics enhanced organisational performance of DMBs in Nigeria. The study recommended that management of DMBs in Nigeria should integrate CEO characteristics in their operations in order to enhance performance and pay attention to organisational culture to further strengthen performance of DMBs.

Keywords: CEO characteristics, Chief executive officers, Competitive advantage, Organisational culture, Organisational performance

Word Count: 397

Abbreviations: *RFN: Researcher's Full Name, RD: Researcher's Department, RS: Researcher's School, RE: Researcher's Email, RAE: Researcher's Alternate Email, RP: Researcher's Phone Contact, RT: Registered Title, MS: Main Supervisor, ME: Main Supervisor's E-mail Address, SP: Main Supervisor's Phone Contact, CS: Co-Supervisor, CE: Co-Supervisor's E-mail Address, CP: Co-Supervisor's Phone Contact, AB: Abstract*

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