Leading A Bank's Work Teams During Periods of Disrupted Market Performance

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Abstract

As banks operate in the constantly changing financial markets giving rise to a series of crisis situations, enhancing the effective leadership at all angles of the bank's operation is essential for bolstering a bank's capabilities to quickly recover from the crisis. Given the dynamics that most of the banks face during crisis situations, it is in that context that this study uses the survey research method to discern the kinds of challenges that work teams face as well as the improvement initiatives that must be adopted to improve the effectiveness of team leaders during a bank crisis management situation. During a bank's crisis management, findings revealed that team leaders tend to play significant roles of visioning and setting direction for the team. In addition to acting as change agents, team leaders also play pivotal roles of influencing and motivating team members, linking different work teams and evaluating team members' performance to ensure that they are achieving the set targets that can enable the bank to quickly recover from the crisis. But even if that is the case, findings still indicated the major limitations to often arise from lack of top management's confidence and trust in team leaders, poor clarity of members' roles and responsibilities, as well as limited knowledge and understanding of the roles of work teams during crisis management. In addition to poor motivation and risks arising from the bank's unfavourable general work environment, challenges can also arise from the leader's difficulties to balance personal roles with team management, poor dispute/conflict management as well as poor leadership. As the survey insinuated, all these are further compounded by poor activities' coordination, lack of flexibility and agility and poor innovativeness. To deal with such challenges, this study suggests the bank crisis leadership approach that can be adopted during crisis management.

Keywords: Work Teams; team Leaders; Leading; Bank Crisis Situation; Bank Crisis Management; Bank Recovery

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1. Introduction

During crisis periods that disrupt a bank's effective market performance, effective management and leadership of work teams is essential for turning around a bank's declining market performance. Effective team leadership is important for influencing the effective performance of the work teams that are in charge of conceptualizing, formulating and implementing the required turn around strategies (Santarelli, 2024). It is also the bank's leadership that takes charge of the role of providing directions and visions in the context of the wider bank organisational vision about the critical operational and marketing activities that must be accomplished to influence the attainment of the desired turnaround outcomes.

During crisis management, financial institutions often face the challenge of declining sales, profitability, market share and market capitalization. To change all these, effective market performance is quite essential for turning around the overall performance of the bank (Bris, 2024). In that process, leadership effectiveness does not only influence the effective performance of the top management teams, but also the marketing teams that are in the field attempting to use all the tactics to increase sales, revenue and profitability of the bank. It is also the effectiveness of team leadership that ensures that an effective marketing and public relations team is in place, to handle communication about any damaging allegations that may emerge from the market (Schrank, 2024). This serves the purpose of not only improving the public's confidence and trust in the bank, but also for keeping high morale among bank staff. It is through such activities that team leadership influences improved motivation and morale of the employees to engage the desired energy to achieve the desired outcomes.

During crisis periods, it is through the work teams used by top management to drive the implementation of the required changes that are essential for driving the bank out of the crisis (Ozili & Arun, 2020). If leadership at the work team level is effective, it may then tend to be quite critical for bolstering the feelings of unity and oneness amongst the staff. At the time of crisis management where unity is required for the bank to move out of the crisis, it is the team leaders who act in cohort and collaboration with the other work teams to motivate and engage the employees to do their best to deliver the desired outcomes.

Unfortunately, even if that is the case, it is not only the creation of effective work teams which is often a challenge, but also the development of effective work team leadership (Suminda, 2023). In most of the cases, banks tend to centralize most of their operations due to the sensitive nature of their work. This tends to undermine the development and use of more autonomous work teams that can deliver the best during crisis periods. Though it is such a challenge that motivates this study, the study is also influenced by the need to address the gap that has arisen from the limited studies conducted on the importance of creating and using more effective work teams during a bank's crisis management periods. To accomplish that, this study commences by evaluating the core theories and literature on work team leadership before exploring the quantitative survey research method which was used in the study.

2. Literature Review

During crisis management, the adopted leadership plays pivotal roles for influencing the effectiveness of teams to aid not only achievement of team goals and objectives, but also the wider organisational goals and objectives (Choi, 2017). Work teams connote the smallest units of the organisation that are formed through Tuckman's stages of forming, storming, norming, performing and adjourning to have different organisational activities accomplished at the different more manageable smallest specialist levels. In such teams, leadership is a strategic science and art of setting vision and influencing activities, behaviours, attitudes, beliefs and practices not only at the team level but also at the wider organisational level to bolster attainment of such set visions, goals and objectives (Bicer, 2021).

As organisations often aspire to perform more effectively to respond to the changes in market trends, bolster their competitiveness, increase sales, revenue, profitability and returns on shareholders' value, leadership becomes crucial for improving the overall effectiveness of the organisation's work teams to achieve such aspirations. Unfortunately even if most of the studies do not directly address the roles of leadership for determining team effectiveness in the context of work and the organisation, it is reflected below that leaders play pivotal roles for providing vision and setting direction for the team (Curry, 2014). Besides discerning types of teams to create in the context of the identified organisational problems, team leaders also influence and motivate team members to accomplish activities critical for aiding attainment of the designated goals and objectives. In the event of organisational change aimed at bolstering adaptability to the unfolding changes, leaders also become important influencers of teams as change agents (Tse & Ashkanasy, 2015).

2.1 Visioning and Setting Direction for the Team

Leaders influence team effectiveness by setting the vision that the team must strive to achieve. This influences team effectiveness by offering the direction that the team must take if the team is to achieve the desired set goals and objectives (Starks, 2023). By analysing the prevailing situation as well as the situation that the organisation may find itself in the future, leaders influence team effectiveness. Clarity of team vision, goals and objectives influences the prioritisation of activities that must be accomplished to improve team effectiveness. Prioritisation of activities eliminates the wastage of resources by enhancing the focus of the team on the areas of importance (Gadirajurrett et al., 2018).

To bolster team effectiveness to attain goals that influence the achievement of not only team goals and objectives, but also the wider organisational goals and objectives, it is the team leaders that improve the congruence and alignment of the team goals and objectives with the wider organisational goals and objectives. Such goal congruence and alignment improve team effectiveness since individual team members are able to critically assess how the activities being accomplished aid or even constrain the attainment of the wider organisational objectives and goals. This creates harmony to improve the coordination of team and organisational activities.

Unless the team leader does not have the desired good leadership traits as per the "Great Man's Theory", team leaders who have traits like conscientiousness may tend to engage in self-evaluation to discern whether the team has everything and everyone required for the team to achieve its set goals and objectives (Reagans et al., 2016). Through such self-evaluation, team leaders may also influence team effectiveness by assessing whether or not the team goals and objectives that are put in place are SMART (Specific, Measurable, Achievable, Realistic and Time-Bound). It also enables evaluation of whether the team has all the relevant resources to aid the accomplishment of all the activities that are required for the achievement of the desired team goals and objectives (Guimera et al., 2005). The set vision, goals and objectives often turn into the guiding roles for evaluating whether or not the team is accomplishing all the required activities. In that process, leaders also influence team effectiveness by discerning the kinds of teams that must be created to influence attainment of the set vision, goals and objectives.

2.2 Discerning Types of Teams to Create

In the context of work and the organisation, it is leaders who play significant roles in determining team effectiveness by discerning the kinds of teams that must be created. By evaluating the identified organisational problems as well as team goals and objectives, leaders discern the kinds of teams that must be created to deal with the diagnosed problems (Hambley, O'Neill & Kline, 2007). This implies leaders also influence the qualities, skills, competencies, experience and expertise of the team members that must be recruited and integrated in the team to influence the overall effectiveness of the team.

Having in place team members with the requisite skills, competencies and expertise influences the capabilities of the team to accomplish all the tasks that are required for the team to achieve its desired goals and objectives. In situations where the organisational performance is being affected by a sudden turbulence/crisis, a time-bound problem-solving team would be created and disbanded when the crisis subsides or it is mitigated (Paolucci et al., 2018). This contrasts with the more complex product development like the development of electric cars that may require the leader to create and establish a self-managed team comprising of highly skilled and experienced experts who are able to work independently, but in liaison and collaboration with the other experts to aid achievement of the desired team goals and objectives (Hao & Yan, 2020).

If the organisation aims to undertake Greenfields investment in a foreign market by drawing different unique expertise and skills from different departments and business partners/contractors, the leader creates a cross-functional team to integrate and improve the collaboration and liaison between different highly qualified experts and cross-functional teams. Though this would bolster the effectiveness of the team to achieve the desired organisational goals and objectives, the leader would also create a virtual team if the team members are sales persons or experts scattered in different geographical locations or markets around the world (Marques-Quinteiro et al., 2020).

Creation of such a virtual team would improve team effectiveness by bolstering the ease of information exchange and sharing to improve the capabilities of team members that are scattered in different fields to attain the desired organisational goals and objectives (Tse & Ashkanasy. 2015). Leaders influence the kinds of teams that are required as well as the qualities of the members that must be integrated in such teams. These combine to influence the overall effectiveness of team performance to achieve not only the desired team goals and objectives, but also the wider organisational goals and objectives. To achieve that, leaders also play significant roles in influencing and motivating team members to effectively accomplish all the activities that are required for achievement of the designated goals and objectives (Koopmann et al., 2016).

2.3 Influencing and Motivating Team Members

Leaders play significant roles for influencing and motivating the employees to work towards the achievement of the outlined goals and objectives. To achieve this, leaders create and influence the diffusion of the operational culture reflecting shared norms, rules and practices that influence how different team activities are accomplished to achieve the designated goals (Hao & Yan, 2020). Such norms and rules often prescribe the acceptable and unacceptable behaviours, practices, attitudes and etiquettes that must be avoided or embraced if the team is to effectively accomplish the designated activities. To aid team effectiveness during crisis management, it is the leaders who ensure that such operational culture is aligned with the wider organisational culture on the expected standards and code of conduct for accomplishing the required activities (Limbare, 2012). It is also the leaders that influence the adherence of the team to the wider organisational standards on the expected quality of the outcomes of team work. This influences the extent to which the team is able to contribute to the general improved organisational performance.

In that process, leaders also tend to influence the embracement of good behaviours and practices by rewarding and encouraging the emergence, evolution and inculcation of a culture that aids effective team performance. In contrast, the culture, behaviours and practices that do not encourage effective team performance are discouraged and punished by a fine, suspension or even expulsion from the team (Heldal & Antonsen, 2014). Through such disciplinary actions, leaders are able to set the tone of the desired behaviours and the undesired ones to bolster the overall effectiveness of team performance to achieve not only its goals and objectives, but also the wider organisational goals and objectives.

Besides usage of rewards and punishments, leaders also tend to influence team effectiveness during crisis management by using non-monetary mechanisms like motivating individual team members to believe in themselves and take actions necessary for the attainment of common team goals and objectives (Knight & Eisenkraft, 2015). Though such an approach can be more effective if the leader is using the transformational, participatory or democratic leadership style, it may not be the case if the leader is using transactional or autocratic leadership.

Leaders using the transactional leadership style may tend to use rewards, remuneration and bonuses to influence effective team performance. Autocratic leaders tend to use threats, punishment and rewards for good behaviours to influence the effective performance of team members. Irrespective of the types of leadership style being used, it is still evident that leaders influence team effectiveness in the context of work and the organisation in different ways (Koopmann et al., 2016). One such way is also reflected in the situation where the organisation is undergoing change to render leaders as critical change agents who must influence their teams to accept the change which is essential for bolstering effective organisational performance.

2.4 Influencers of Teams as Change Agents

As organisations undergo periodic changes to improve their adaptability to the constantly changing business environmental factors, it is the leaders who inspire individual team members as change agents to facilitate the smooth transition of the organisation from the present undesired state to the new desired state (Kozlowski & Ilgen, 2006). Through inspirational motivation, idealized influence, individual consideration and intellectual stimulation, leaders using a transformational approach inspire individual team members to adopt new operational approaches, methods, principles, system, practices, attitudes and behaviours that are critical for leveraging the organisation's seamless transition from the old system to the desired new system (Choi, 2017). During change, it is also the team leaders who influence individual team members to use the required new strategies, technology, quality management principles and other cost-reduction strategies to bolster the smooth transformation of the organisation into the desired new state. Whether using transformational, transactional or even autocratic leadership in certain cases, leaders influence activities, attitudes, behaviours and practices at team level as the smallest units of the organisation to bolster the capabilities of the organisation to execute developmental change that often require just minor changes, transitional change that requires radical organisational change or transformational change that demand the complete overhaul of the organisational system (Tse & Ashkanasy, 2015).

In that process, leaders play instrumental roles for improving the effectiveness of teams to play significant roles in the evolution and change of the organisation to bolster its adaptation to the changing industry or market trends. However, since organisational change may distort team composition as some of the team members are retrenched or changed to other teams, resistance may easily arise amongst different organisational team members. Mitigating sabotage, fear, anxiety and riots associated with such resistance may require the usage of transformational, democratic or transactional leadership style (Starks, 2023). But not the autocratic leadership approach. Leaders using the autocratic leadership approach may tend to use threats, coercion and punishment for failure of compliance. Instead of calming the situation to improve the organisation's stability which is important for it to transition to a new state, it can instead upset the system as individual team members become rebellious. Lack of poor convincing communication by autocratic leaders who often use a more aggressive approach will provoke employees to be more aggressive, uncooperative and sabotaging to the overall process of change. This implies during crisis management, autocratic leadership may reduce the effectiveness of teams. This affects the ability of the organisation to achieve all the activities that are essential for influencing the organisation's seamless transition into the desired new state (Curry, 2014).

In contrast, leaders using the transformational, democratic or transactional leadership approach may tend to be more effective for improving the effectiveness of teams to act as essential change agents and catalysts. Through the inspiring communication that transformational and democratic leaders use or the rewards used by the transactional leaders, team leaders are often able to easily reach a compromise with individual teams to get their buy-in and cooperation for the implementation of different organisational change (Gadirajurrett et al., 2018). It is through such transformational or democratic approaches, but not the autocratic style that leaders influence the effectiveness of teams as change agents to bolster the change and transition of the organisation into the desired new state that leverages its adaptability to the change market or industry trends. Given such leadership values during crisis management and the leadership challenges that most Caribbean Islands often experience during crisis management, it is for that reason that this study uses the methodology described below to explore how leading a bank's work teams during periods of disrupted market performance improves a bank's capabilities to easily recover from the crisis.

3. Methodology

In the process of evaluating the bank employees' perceptions about the roles of work teams as well as the challenges that team leaders experience during the bank crisis management, the study used the survey research method.

3.1 Survey

Survey research method is a quantitative research method that focuses on evaluating and extracting summarised numerical information reflecting perceptions of the respondents about a particular phenomenon being investigated by the study (Creswell & Creswell, 2017). It is subscribes to the positivist research thinking that emphasises the use of scientific parameters and principles to ensure that the research process and outcomes are not contaminated by any external influences or the researcher's personal opinion about the concept being evaluated. This contrasts with the approach in the qualitative research method that focuses on eliciting detailed narratives and insights that are subjected to the researcher's social construction and re-construction in order to get the best insights about the concept being evaluated (Bryman, 2023).

This study found such an approach to be not suitable for enhancing the effective response to the research question for the study that only aimed to get an overview of the roles of work teams as well as the challenges that team leaders experience during the bank crisis management. Such an overview was considered to be essential for offering accurate information that would inform the management interventions that can be adopted to improve the overall effectiveness of the work teams as well as the effectiveness of team leaders during the bank's crisis management. To gather the required primary information, the study used census sampling to isolate the bank employees who could participate in the study.

3.2 Sampling

Sampling is the strategic process of drawing the units of analysis from the target population. The target population connotes the larger population which is the focus of the study (Bryman, 2023). In this study, the target population referred to the employees of two banks that are operating in Barbados and Saint Lucia. Because the banks that are operating in the two countries are small and aimed to serve only the smaller islands, the study used census sampling to include the entire bank staff that had the population of sixty (60) bank staffs in total. Census sampling is neither a probability sampling technique nor a non-probability sampling approach.

Probability sampling techniques use chance and randomness as the criteria for determining the units of analysis that must be drawn from the target population and included in the sample population. Such techniques often include simple random sampling, systematic sampling, cluster sampling and multistage sampling. Though this study used the census sampling, such approach in probability sampling still differs from the non-probability sampling techniques that use convenience, purposive/judgmental, cluster and snowballing sampling techniques (Anahita, 2023). Unlike the probability or the non-probability sampling approach, this study used the census sampling because the target population of just 60 bank staff was considered to be quite small to respond to the statistical rule of thumb that for a sample size to be valid, it must be greater than 50.. Data from each of the sampled 60 bank staff was gathered using the survey questionnaire.

3.3 Data Collection

Data collection was accomplished using the survey questionnaire. To ensure the collection of only the information which is relevant to the study, the survey questionnaire was designed in alignment with the research questions and objectives of the study that focused on revaluating the bank employees' perceptions about the roles of work teams as well as the challenges that team leaders experience during the bank crisis management. In effect, the survey questionnaire contained three sections that encompassed:

— Section A: Biographical Information of the Bank Staff

— Section B: Team Leaders' Roles During a Bank's Crisis Management

— Section C: Major Limitations of Team Leaders' Effectiveness During a Bank's Crisis Management

Once the design of the survey questionnaire was completed, the validity and reliability of the survey questionnaire was subjected to statistical analysis using Cronbach Alpha analysis. Outcome of Cronbach Alpha analysis was 0.8 which exceeded the acceptable score of 0.7 for the survey questionnaire to be considered valid and reliable. After the Cronbach Alpha analysis (Babbie, 2021), the survey questionnaire was further subjected to analysis through pilot testing on about five respondents.

The aim of the pilot testing was to evaluate whether all the statements and questions in the survey questionnaire had been well-structured. Errors that were identified during the pilot testing were corrected before the commencement of the actual data collection process. To gather the required data, the survey questionnaires were e-mailed together with the instructions letter for the selected respondents to complete and return. When all the 60 respondents had completed the completion of all the survey questionnaires, the gathered data was analysed using the SPSS (Statistical Programme for Social Sciences).

3.4 Data Analysis

Data analysis of the gathered raw quantitative data was accomplished using the SPSS. In the first instance, the raw data was captured into the spreadsheet of the SPSS software. Thereafter the analysis to obtain the percentages, mean and standard deviation for each of the variables commenced. This process enhanced the obtaining of a comprehensive descriptive statistics on the Biographical Information of the Bank Staff, Team Leaders' Roles During a Bank's Crisis Management and the Major Limitations of Team Leaders' Effectiveness During a Bank's Crisis Management. All these were accompanied with the usage of the measures for enhancing validity and reliability of the study.

3.5 Validity and Reliability

Measures for improving validity of the study entailed the use of content, construct, criterion, face, internal and external validity (Babbie, 2021; Creswell & Creswell, 2017). Improvement of reliability entailed the use of inter-rater, test-retest, split-half and parallel form reliability. As these improved the overall validity and reliability of the study, below are the details of the findings of the study.

4 Findings

Of the 60 Bank staff who participated in the survey, findings in Figure 1 imply that 20% were from Senior Management, as Middle Management comprised of 9% and Lower Management constituted 22%. This signifies the respondents in the survey were drawn not only from the ordinary bank staff, but also managers from all levels that have the in-depth firsthand knowledge of the complexities of leading work teams during the normal business days and during periods of turbulence.
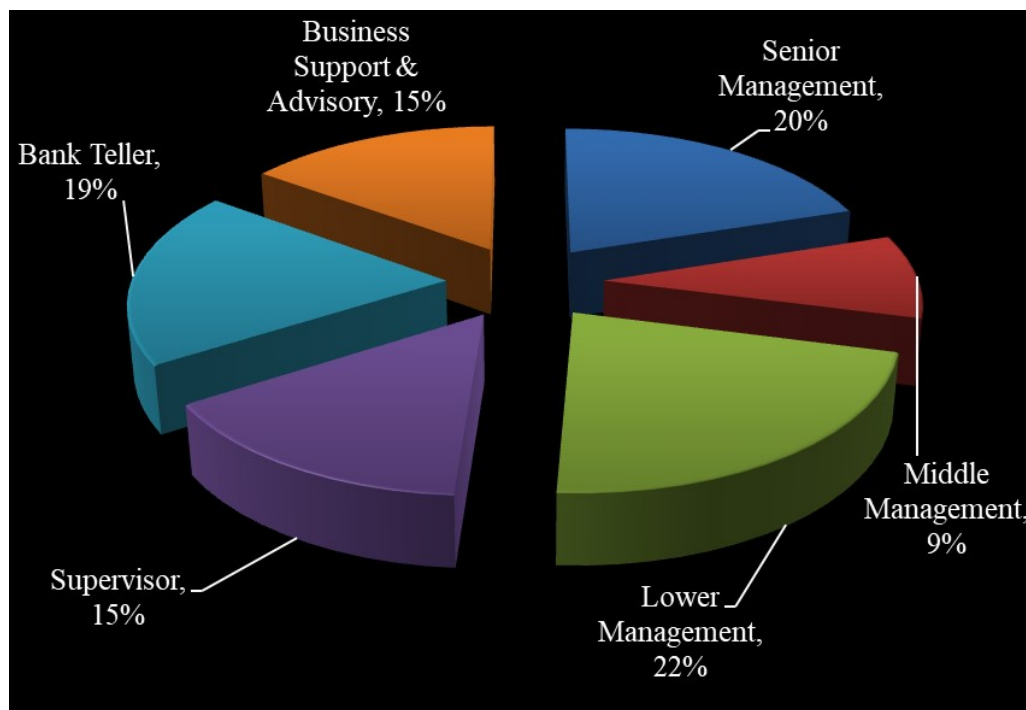
Figure 1: Composition of the Surveyed Bank Staff

Such insights improved the overall validity and reliability of the survey findings because the managers from all levels who could have been team leaders themselves before getting promoted to the managerial positions understood what they were talking about when leading the bank work teams during crisis periods. Just like the bank managers, the rest of the bank staff who participated in the survey were also drawn from various segments, of which Figure 1 indicates 15% of the 60 surveyed bank staff to have constituted of supervisors, as Bank Teller comprised 19% and 15% were from Business Support and Advisory. In terms of the Years of Professional Work Experience, Figure 2 reveals 33% of the 60 surveyed bank employees had the bank's professional work

experience of 1-5 Years, as those with 6-10 Years constituted 19% and the bank employees with 11-15 Years comprised 24%.
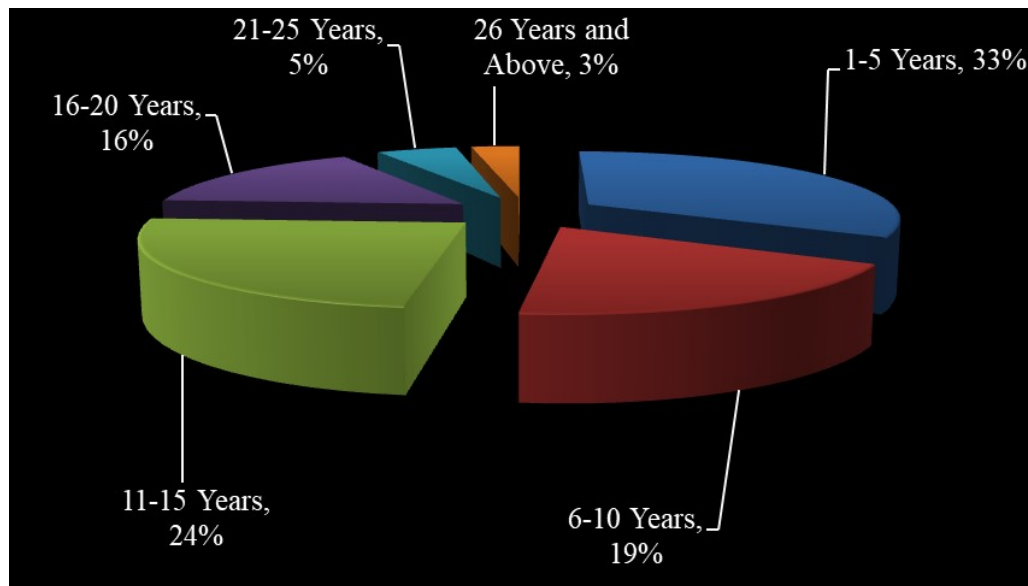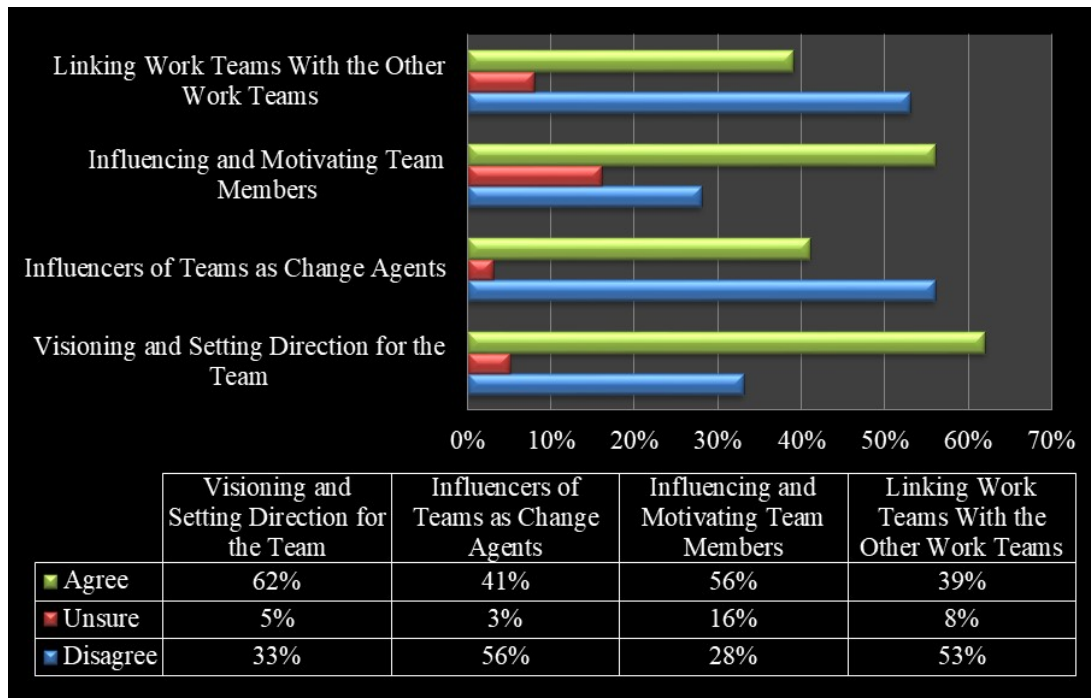

Figure 2: Years of Professional Work experience for the Surveyed Bank Staff

In addition to 16% of the 60 surveyed bank employees who had work experience of 16-20 Years, 5% were also found to have the work experience of 21-25 Years, as 3% had the work experience of 26 Years and above. As reflected in Figure 2, most of the 60 bank staff who participated in the study had the work experience of over 5 years to suggest that they have experience throughout the periods when the bank had normal business operations and the periods of turbulence where the bank work teams were expected to swiftly act to address the situation.

By virtue of having been around the bank's working environment for a long time, most of the surveyed bank staff were therefore expressing their opinion in this survey from an informed perspective and experience. The surveyed bank staff were speaking from their experience on how leading work teams is quite essential for changing and transforming a bank's performance during crisis periods. In that regard, they revealed team leaders to play a combination of various significant roles during the bank's crisis management process.

4.1 Team Leaders' Roles During a Bank's Crisis Management

During crisis management periods, Figure 3 indicates that 62% of the 60 surveyed bank personnel indicated that leaders tend to play significant roles of visioning and setting direction for the team. Even if 33% of the respondents disagreed and 5% were unsure, such a finding still echoes the theoretical articulations that suggest that during crisis management situations, work teams tend to work in cohort with the transformational organisational leaders to influence change from the crisis situation (Guimera et al., 2005; Hambley, O'Neill & Kline, 2007).

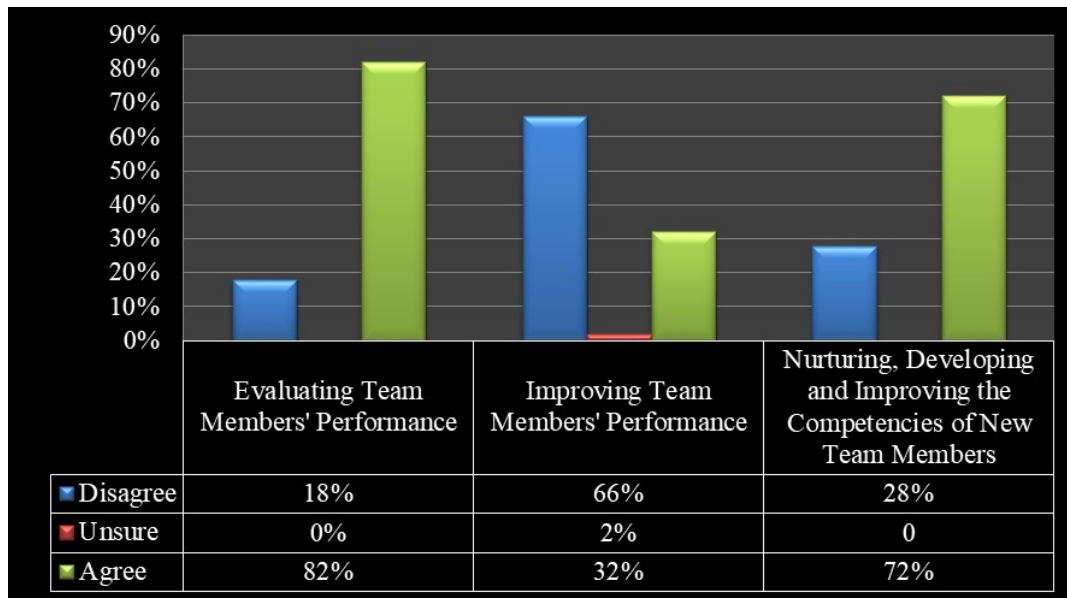|	Visioning and Setting Direction for the Team	Influencers of Teams as Change Agents	Influencing and Motivating Team Members	Linking Work Teams With the Other Work Teams
Agree	62%	41%	56%	39%
Unsure	5%	3%	16%	8%
Disagree	33%	56%	28%	53%

Figure 3: Team Leaders' Roles During a Bank's Crisis Management

In that process, 41% of the respondents agreed that the bank team leaders tend to turn into critical influencers of teams as change agents. However, 56% of the respondents disagreed and 3% were unsure to suggest that during a bank's crisis management, there could be challenges of getting leaders themselves to act as change agents who also influence team members as the individual change catalysts. In contrast to such a view, 56% of the respondents agreed that during a bank crisis management, team leaders tend to play significant roles for influencing and motivating team members to accomplish all the required activities that can enable the bank to come out of the crisis. Such a view was disputed by just 28% of the respondents who disagreed and 16% who were unsure to suggest that influencing and motivating team members are some of the activities that the bank team leaders consider as quite essential during the process of crisis management. But when it comes to linking different work teams, it seems the bank team leaders tend to play less significant roles since 53% of the respondents disagreed that during crisis management, bank team leaders tend to play significant roles of linking the work teams with the other work teams. This implies that there are still risks of silo-based approach emerging from the created bank work teams.

In such a finding, just 39% agreed and 8% were unsure. Unless remedial measures are considered, such a finding accentuates the theoretical findings that suggest that unless a collaborative work approach is made part of the work team's operational approach, the created work teams may tend to work in silos and avoid the collaborative work approach. For crisis management that requires a concerted effort reflecting coordinated movement, such silo-based approach can affect the successful implementation of changes that are essential for moving the bank out of the crisis. Unlike linking team members to the other work teams, survey results in Figure 4 suggest that the bank team leaders seem to be more effective for evaluating members' performance.

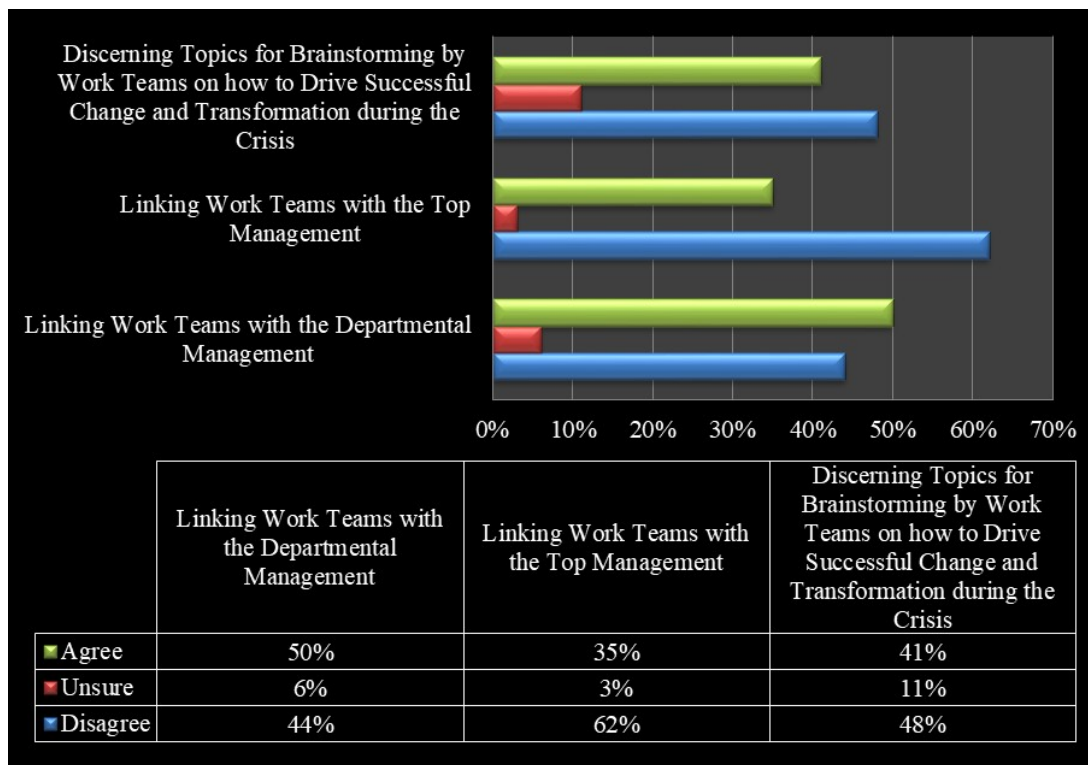|	Evaluating Team Members' Performance	Improving Team Members' Performance	Nurturing, Developing and Improving the Competencies of New Team Members
Disagree	18%	66%	28%
Unsure	0%	2%	0
Agree	82%	32%	72%

Figure 4: Team Leaders' Roles During a Bank's Crisis Management

As compared to just 18% who disagreed, 82% agreed that during a bank crisis management, team leaders tend to be more effective for evaluating team members' performance. This implies that as there is anxiety and panic during crisis management, even the team leaders tend to put in extra effort to impress their senior leaders by ensuring that their dedicated work teams perform more effectively to attain the desired weekly and monthly targets. However, the views of the 66% who disagreed suggest that bank team leaders tend to put considerable efforts towards evaluating team performance, but not taking the initiatives to improve the individual performance of the team members. Though 32% agreed and 2% were unsure, the findings still imply that by evaluating team performance, the team members will be forced to put in additional effort to perform well. Unfortunately, as theories indicate, that is often not the case. Poor performance of the individual members can be linked to the individual member's lack of skills and competencies to accomplish the tasks. For the bank team leader, this can require some sort of training, mentoring and coaching. But as the findings indicate, it seems during the bank's crisis management, most team leaders focus on evaluating performance to attain the desired targets without diagnosing and addressing the root causes of poor performance. As contrasted with improving the competencies of the existing team members, Figure 4 indicates that 72% of the respondents agreed that during a bank crisis management, the bank team leaders also tend to play significant roles of nurturing, developing and improving the competencies of new team members.

Despite the disagreeing 28% of the respondents, such a finding implies that since during a crisis situation, the bank team leaders are under pressure to perform well, any new team member coming may be subjected to thorough orientation and training to ensure that they immediately embrace the best work practice to excel in their tasks. Such a finding is also corroborated in Figure 5 that indicates 50% of the 60 sample bank staff agreed that to perform well during a bank crisis management situation, the bank team leaders also play significant roles of linking work teams with the departmental management. However, as Figure 5 indicates, the 44% who disagreed and the 6% who were unsure suggest there is a problem with linking work teams with the departmental management.

	Linking Work Teams with the Departmental Management	Linking Work Teams with the Top Management	Discerning Topics for Brainstorming by Work Teams on how to Drive Successful Change and Transformation during the Crisis
Agree	50%	35%	41%
Unsure	6%	3%	11%
Disagree	44%	62%	48%

Figure 5: Team Leaders' Roles During a Bank's Crisis Management

As employees in a department are divided into work teams; there is a tendency of some teams to be internally bound to ignore the need for liaison and collaboration with the external teams and even departments. This limits the need for development and use of a concerted effort that can take the bank out of the crisis. Such a finding corroborates the previous findings that indicated most of the teams to face the challenge of liaising and collaborating with the other teams since a silo-based approach to team work tends to undermine the recognition of the importance of collaborative work approach that brings all the employees to accomplish common tasks aimed at attaining common goals during the crisis management process (Paolucci et al., 2018; Reagans et al., 2016).

Besides the challenge of linking work teams with the departmental management, the 62% of the respondents who disagreed also suggest that there is a problem of linking work teams with the top management. Though 35% agreed and 3% were unsure, the findings still suggest there is a challenge of linking work teams with the departmental management as well as the top management due to the silo-based approach to the process of work accomplishment. In contrast to such a finding, 41% of the respondents agreed that during the bank crisis management process, team leaders tend to play significant roles for discerning topics for brainstorming by work teams on how to drive successful change and transformation from the crisis.

Even if 48% disagreed and 11% were unsure, such a finding is still consonant with the theoretical findings that suggest that during crisis management, tasks tend to be distributed across various work teams that the roles of discerning how best such tasks can be accomplished to take the organisation out of the crisis. Such tasks may require discussing, brainstorming and evaluating the various options that the work teams can use to take the bank out of the crisis. However, in the accomplishment of such activities, the survey indicated bank team leaders to also experience a lot of challenges that can mar their overall effective performance.

4.2 Major Limitations of Team Leaders' Effectiveness During a Bank's Crisis Management

Though 31% disagreed and 8% were unsure, the survey results in Table 1 still indicate that 61% of the respondents agreed that lack of top management's confidence and trust in team leaders is one of the major limitations of team leaders' effectiveness during a bank's crisis management. Such a finding is consonant with the theoretical findings that indicate that though an organisation may create work teams, the autonomous

operation of work teams often conflicts with the organisational culture that emphasises the centralization of management decision-making and powers.

In such circumstances, work teams can be created during a bank crisis management situation, but the greater power still remains centralized with the top management. This is because the top management may in certain cases lack the trust and confidence in work teams to entrust work teams with the decision for the accomplishment of more complex tasks. If the findings indicate that top management to lack confidence and trust in work teams, then such a finding corroborates the previous findings indicating work teams to have poor interface with the departmental management as well as the top management. Contrasted with such a finding, 68% of the respondents disagreed that poor clarity of members' roles and responsibilities is the other challenge undermining the effectiveness of work teams during the bank crisis management process. Though 29% agreed and 3% were unsure, the mean score of 2.4 and the standard deviation of 0.3 still support the view that poor role clarity is not a challenge. But just like lack of top management's trust and confidence in the work teams, Table 1 highlights that 42% agreed that limited knowledge and understanding of the roles of work teams during crisis management is one of the major limitations of team leaders' effectiveness during a bank's crisis management.
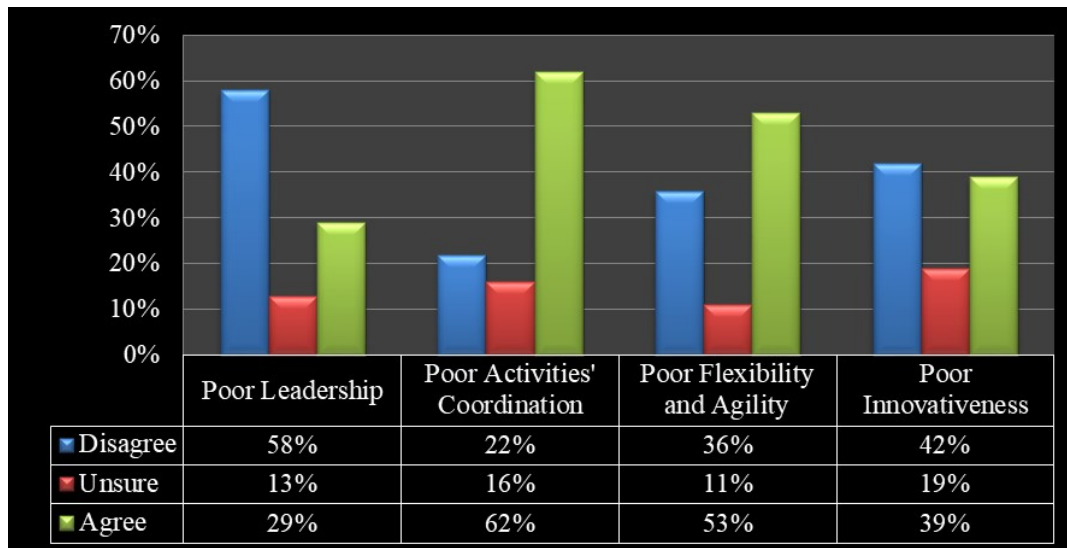
Major Limitations of Team Leaders' Effectiveness During a Bank's Crisis Management					
Measurement Variables	**Disagree**	**Unsure**	**Agree**	**Mean**	**Standard Deviation**
Lack of Top Management's Confidence and Trust in Team Leaders	31%	8%	61%	3.4	0.62348
Poor Clarity Of Members' Roles And Responsibilities	68%	3%	29%	2.4	0.28043
Limited Knowledge And Understanding of the roles of work team during Crisis Management	48%	10%	42%	2.9	1.09301
Poor Motivation	66%	22%	12%	2.5	0.73398
Bank's Unfavourable general Work Environment	36%	19%	45%	3.1	0.96048
Leader's Difficulties to balance personal roles with Team Management	11%	30%	59%	3.4	0.88821
Poor Dispute/Conflict Management	31%	8%	61%	3.4	0.62348

Table 1: Limitations of Team Leaders' Effectiveness During a Bank's Crisis Management

Even if 48% disagreed and 10% were unsure, such a finding still echoes the theoretical and literature findings that suggest that during crisis management, tasks and responsibilities of the employees tend to change. As new demands are induced by the crisis, the responsibilities and tasks to be accomplished tend to change (Hao & Yan, 2020; Heldal & Antonsen, 2014). In the initial stages, this tends to cause anxiety and confusion as the employees do not clearly understand what they need to do to realise the attainment of the desired outcomes. Hence, if the 42% agreed that limited knowledge and understanding of the roles of work teams during crisis management is one of the major limitations of team leaders' effectiveness during a bank's crisis management, one would understand that during a crisis, confusion tends to set in to cause changes in responsibilities and tasks. This can affect the individual team member's effective performance.

But even if that is the case, 66% of the 60 respondents disagreed that poor motivation is one of the major limitations of team leaders' effectiveness during a bank's crisis management. In most of the cases, management is careful in the selection of the personnel that can be allocated the tasks of the team leader. It requires someone who is charismatic, charming and motivating as well as who is good at interpersonal relationship management and effective communication with the ordinary employees. In that instance, even if 22% of the employees were unsure and 12% disagreed, the findings still echo the outcomes of empirical studies that for team leaders, whether it is during the periods of downturn or high performance, the team leader will always appear to be motivating.

At the same time, 36% of the 60 bank staff disagreed, as 19% were unsure, but the majority of 45% of the respondents still hinted that the bank's unfavourable general work environment is the other major limitation of team leaders' effectiveness during a bank's crisis management. In the context of theories, poor management, lack of employee autonomy and higher levels of controls can affect the conduciveness of the work environment. In that context, findings imply that there is not only a challenge with the work environment, but also leader's difficulties to balance personal roles with team management. As leaders are deployed from the formal roles to act as team leaders, 59% of the 60 respondents agreed that it induces complexities that affect the capabilities of the team leaders to balance the execution of their employment roles with the tasks of being a team leader.

	Poor Leadership	Poor Activities' Coordination	Poor Flexibility and Agility	Poor Innovativeness
Disagree	58%	22%	36%	42%
Unsure	13%	16%	11%	19%
Agree	29%	62%	53%	39%

Figure 6: Team Leaders' Roles During a Bank's Crisis Management

Even if that may not be the case in some of the banks, 61% of the respondents as indicated in Table 1 also revealed that problems often arise from poor dispute/conflict management that affects the effectiveness of work teams during crisis management. However, in Figure 6, it is illustrated that 58% disagreed that poor leadership is the problem. That implies that the team leaders may have the difficulties of balancing their individual employment roles with the roles of being a team leader, but the leadership at the team, unit, departmental and organisational level still remains effective during crisis management. Such a view accentuates the theoretical findings that suggest during a bank crisis management, every leader is alert and more than willing to offer more effective leadership and ensure the bank comes out of the crisis. Even if poor leadership is not a problem, 62% are illustrated in Figure 6 to have agreed that there is a problem of poor activities' coordination. Though just 22% disagreed, as 16% were unsure, it seems there is a problem of activities' coordination during the process for managing the crisis that the bank is experiencing.

In such situations, empirical studies suggest that the tasks requiring execution tend to increase to affect the extent to which not only the ordinary employees, but also work teams and departments can effectively liaise and coordinate its processes of activities' accomplishment. Just like the other organisations that theories and literature indicate to be more rigid and inflexible, 53% of the 60 sampled bank staff also agreed that there is a problem of lack of flexibility and agility to ensure that all the required changes are implemented to enable the bank recover from the crisis. Combined with poor innovativeness, 39% of the respondents agreed that all these tend to undermine the effectiveness of team leadership during bank crisis management.

5. Conclusion

As banks operate in the constantly changing financial markets giving rise to a series of crisis situations, enhancing the effective leadership at all angles of the bank's operation is essential for bolstering its sustainability. In most of the cases, a crisis situation can be caused by technological changes giving advantages to rivals, entrance of a new competitor into the financial market or a natural calamity like the hurricane that commonly affects banking institutions in the Caribbean financial markets. In all such situations, enhancing effective bank leadership from the team level, unit, departmental and subsequently the organisational level is quite essential for improving effective response to the unfolding crisis.

At the departmental and top management level, the senior leaders plan and issue the bank crisis management strategies and it is at the team level that the strategy is actually implemented to tackle the crisis. It is at the team level that the ordinary employees actually get involved in the day-to-day implementation of the crisis management strategy. That implies developing and ensuring the effectiveness of team leadership is essential for bolstering a bank's capabilities to recover from the crisis situation. As this study indicates, during a bank's crisis management, team leaders tend to play significant roles of visioning and setting direction for the team.

In addition to acting as influencers of teams as change agents, team leaders also play critical roles of influencing and motivating team members, linking work teams and evaluating team members' performance to ensure that they are achieving the set targets that can enable the bank to quickly recover from the crisis. In a bid to ensure that the work teams also influence the attainment of the desired crisis management outcomes, team leaders also engage in the improvement of team members' performance by nurturing, developing and improving the competencies of new team members.

Quite often, the survey indicated that these are accompanied with the initiatives that not only improve the linking of work teams with the departmental management, but also work teams with the top management. Yet as the work teams are tasked with the role of implementing the bank crisis management strategies, it is the team leaders who also engage in the strategic process of discerning topics for brainstorming by work teams on how to drive successful change and transformation from the crisis. If all the works teams in the banking organisation engage in the accomplishment of such critical activities, survey results imply that it can improve the capabilities of the bank to quickly recover from the crisis situation.

Even if that is the case, findings still indicated the major limitations of team leaders' effectiveness during a bank's crisis management to often arise from lack of top management's confidence and trust in team leaders, poor clarity of members' roles and responsibilities, as well as limited knowledge and understanding of the roles of work teams during crisis management. In addition to poor motivation and risks arising from the bank's unfavourable general work environment, challenges can also arise from the leader's difficulties to balance personal roles with team management, poor dispute/conflict management and poor leadership. As the survey insinuated, all these are further compounded by poor activities' coordination, lack of flexibility and agility as well as poor innovativeness.

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