

The Strategic **JOURNAL of Business & Change**  
**MANAGEMENT**

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



[www.strategicjournals.com](http://www.strategicjournals.com) Volume 9, Issue 1, Article 003

**MANAGEMENT LEADERSHIP STYLE ON EMPLOYEE SATISFACTION IN COMMERCIAL BANKS, COUNTY GOVERNMENT OF KAKAMEGA; KENYA**

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**Accepted: January 4, 2022**

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**ABSTRACT**

*Management Leadership Style is normally a function of Organization Culture that reflects basic assumptions and beliefs that are shared by members of the organization. Current statistics in the Commercial Bank sector shows that there are indeed high levels of labour turnover in the Banking sector. The objective of the study was to determine the influence of management Leadership Style on employee satisfaction of the Commercial Banks in the County Government of Kakamega; Kenya. The study employed Descriptive research design. The target population were the employees of Commercial Banks in the County Government of Kakamega; Kenya. Sample applied, was determined by use of Krejcie and Morgan Formula. The questionnaire was the instrument for primary data collection. Quantitative data was analyzed using descriptive statistics (means and other central tendencies) and presented through percentages, means, standard deviations and frequencies. Inferential statistics was applied to carry out correlations analysis, bivariate and multiple linear regression analyses to test for degree of association (correlation) between and among variables in relation to the influence of management leadership style to Employee Satisfaction in the County Government of Kakamega; Kenya. The results of the study indicated Management Leadership Style has significant influence on Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya.*

**Key Words:** Management Leadership Style, Organization Culture, Employee Satisfaction

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**CITATION:** Shinavuli, A. M., Kadima, M. J., & Juma, D. (2022). Management leadership style on employee satisfaction in commercial banks, county government of Kakamega; Kenya. *The Strategic Journal of Business & Change Management*, 9 (1), 31 – 44.

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## INTRODUCTION

An organization's culture is the systematic way employees, leaders, and work groups behave and interact with each other. Company's culture is collectively composed of values, beliefs, norms, language, symbols, and habits. It encompasses "a set of structures, routines, rules and norms that guide and constrain behaviour" (Northouse, 2018). Another successful and perhaps more specific-definition of organizational culture have been given by Kisi (2019); according to which "organizational culture is a set of values, symbols and rituals, shared by the members of a specific firm, which describes the way things are done in an organization in order to solve both internal management problems and those related to customers, suppliers and environment". Madhanga (2018) has noted some common features among the definitions that have been given to organizational culture through the years. First of all, they all include the concept of sharing; indicating that organizational culture is only developed within groups (even small ones). Secondly, organizational culture is considered to be a social construction, related to each organizations and employees' location, history, working environment and specific events. Finally, many definitions imply that organizational culture is multidimensional and multileveled and includes many cognitive and symbolic strata.

Alomori (2016) has noted that in modern societies and technology-based business organizations "culture is becoming increasingly important given the adoption of groupware applications, enterprise resource planning systems and other internet-based systems by organizations, which support cross collaboration and require greater user participation at all levels". Furthermore, it can be said that organizational culture is a complex phenomenon, a product of dynamic social process.

In the study by Graen (2013) on management leadership styles, leadership impacts on the ability of an organization to achieve its performance targets through improvement of the morale of the

employees, through creation of motivating working atmosphere, through inculcating a sense of cooperation, creative division of labour, offering guidance where needed and through creation of effective levels of communication. According to Famakin and Abisuga (2016) on conducting a study of the effect of path-goal leadership styles on levels of employee commitment in construction entities in China, the study established a strong association between supportive and achievement-oriented leadership style, and effective and continuing commitment. Further, supportive leadership style, had significant influence on effective commitment of employees. There was no significant relationship between the leadership styles under the path-goal theory and normative commitment of employees. Therefore, organization leadership should instill a sense of supportive commitment as an attempt at inducing job satisfaction.

Ludviga and Kalvina (2016) suggested, globally, the aspect of job satisfaction among employees is highly illuminated as a result of the intense competition arising from globalization and technological advancement. Among financial institutions, employee job satisfaction is a major determinant of the survival, demise and growth of the organization. Financial institutions where employees are satisfied with the workplace have witnessed rapid growth and expansion, despite the existing challenges. In an organizational setting, employee job satisfaction is considered crucial as it is one of the parameters that determine the success of an organization. Famakin and Abisuga (2016) stated that path-goal leadership style influences the commitment and levels of satisfaction of employees. Famakin and Abisuga further added that only 20% of managers in commercial banks in developing economies have embraced leadership styles under the umbrella of path-goal theory in the context of their operations.

Salonova and Sanui (2016) embraced Management leadership style being a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an

entity; hence, effective management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. It is the manner of approach to issues of the managers towards achieving the goals of their organization by transforming various resources available to any organization into output through the functions of management. Kagwiria (2016) considered management style as the distinctive way in which an organization makes decisions and discharges various functions of goal setting, formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities.

Management consists of the planning, prioritizing, and organizing work efforts to accomplish objectives within a business organization. A management leadership style is the particular way managers go about accomplishing these objectives. It encompasses the way they make decisions, how they plan and organize work, and how they exercise authority (Vahedi & Asadi, 2014). Management leadership styles vary by company, level of management, and even from person to person. A good leader is one that can adjust their management style to suit different environments and employees. An individual's management style is shaped by many different factors including internal and external business environments, and how one views the role of work in the lives of employees (Yusuf, Muhammed & Kazeem, 2014).

### **Statement of the Problem**

In the study by Mwenda (2017) on culture of an organization, the culture of an organization has an important impact on its performance. Management Leadership style being a function of the Organization Culture has stood a chance for study by many scholars; hence, the difference between organizational success and failure significantly depends on Management Leadership Style that impacts on organizational operation. Kagwiria (2016) embraces several researches have

emphasized that organizational sub-cultures may exist independently of organizational culture, and that a small work group may have its own distinct set of values, beliefs and attributes. It has been further suggested that if Management Leadership is not articulated strongly enough, the subculture may take precedence over the organizational culture for individual employees and thus affecting the employee's performance and more so satisfaction. Most scholars among them; Oketch *et al.*, (2018) established that Management Leadership Style has a positive correlation and meaningful impact on the employee satisfaction and ultimately improved performance of the organization. Other scholars including Zafar and Vikramjeet (2017) studied the relationship between Management Leadership Style and Employee Satisfaction and established positive significant correlation, other scholars among them; Behzadi *et al.*, (2012) found no relationship between Management Leadership Style and Employee Satisfaction, where as Khalid *et al.*, (2012) found moderate relationship between the similar variables; hence, dispersion of results from scholars gave a rise of a researchable gap that this study undertook.

### **Objectives of the Study**

The study determine the influence of Management Leadership Style on Employee's Satisfaction in the Commercial Banks in the County Government of Kakamega; Kenya.

The study was guided by the following Research Hypothesis;

- **H<sub>01</sub>**: There is no significant influence between Management Leadership Style on Employee Satisfaction in the Commercial Banks in the County Government of Kakamega; Kenya

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Organization Culture Theory**

The organization culture theory was proposed by Schein in 1988. The theory states that culture exists in three levels which are artifacts, values and

underlying assumptions. Artifacts deal with organizational attributes which are visible, tangible and can also be heard. Values are espoused goals, ideals, norms, standards and also moral principles. Underlying assumptions deal with phenomena that remain unexplained when insiders are asked regarding the values of the organizational culture. The principles of this theory underscore the importance of acknowledging that organizational life is complex and as such, it is crucial to take into consideration not only the members of the organization, but also their behaviors, activities and stories (Mumby, 1988).

More important, the relevance of the organizational culture theory in the context of higher education has been put into perspective (Kramer & Berman, 2001). The theory has been employed to study the stories of undergraduate students and their perceptions of fitting in at a college or university. Similarly, the organizational culture theory can be adopted to explain the views of stakeholders in respect to corporate culture exhibited in tertiary institutions.

The theory has faced a number of criticisms. It has been noted that the theory relies a lot on the shared meaning among organizational members (Eisenberg & Goodall, 1993). These scholars argue that most cultures depict significant more alignment in practice than they do in the attitudes, opinions or beliefs of individual members. Another criticism of the organizational culture theory is pointed out to its view of organizational life as being too unique. This is against the general expectations and reality that organizational cultures vary due to the fact that interactions within those cultures differ. Therefore, generalizing life within organizations is highly impossible (West & Turner, 2013).

### **Institutional Theory**

Institutional Theory focuses on the resilient and deeper aspects of social structure. It explains the influence of the environment on organizations. It describes processes through which structures and authoritative guidelines, including routines, norms,

rules and schemes, are established for purposes of maintaining social behavior (Bright, 2014). These structures constitute the three pillars of an institutions namely cultural cognitive, normative and regulatory. Social obligation is considered the basis for compliance in the normative pillar.

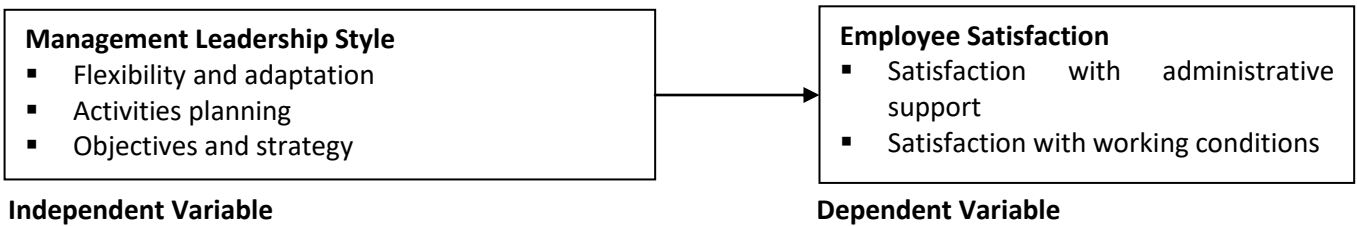
The normative pillar encompasses values and norms. Shared understanding, common beliefs and symbols are emphasized by the cultural cognitive pillar; whereas the emphasis of the regulatory pillar is on the use of sanctions, rules, and laws to ensure compliance. As such, different aspects of the institutional theory describe how these structures are established, diffused, adapted and adopted over time and space and how they disuse and decline. In view of this theory, legitimacy can be achieved by conforming to key expectations of the stakeholders (Vailatti, Rosa & Vicente, 2017).

It suggests that social values influence structures of an organization and that these social values are often widely accepted but typically taken-for granted. It posits that while seeking to conform to pressures from the external environment and to shared norms, firms often attempt to demonstrate to stakeholder groups that they are legitimate (Ashworth, 2010). According to Ashworth (2010) by conforming to shared norms, organizations enhance their perceived legitimacy, become protected from scrutiny and external pressure and enhance their chances of survival.

Following Higgins (1988), institutional norms deal with appropriate domains of operation, principles of organizing, and criteria of evaluation. Values and beliefs external to the organization play a crucial role in determining organizational norms. Conformity to societal and cultural expectations or, more generally speaking, to external institutional norms, are the most relevant factors for this type of organizations. With this type of organizations conformity to the institutional norms of the external environment enhances their survival capabilities, opens access to resources and increases their stability. Following Greenwood and Higgins (1988), institutional norms deal with

appropriate domains of operation, principles of organizing, and criteria of evaluation. Values and

beliefs external to the organization play a significant role in determining organizational norms.



**Figure 1: Conceptual Framework**

**Review of study variables**

**Management Leadership Style on Employee Satisfaction**

In the study by Graen (2013) on management leadership styles, leadership impacts on the ability of an organization to achieve its performance targets through improvement of the morale of the employees, through creation of motivating working atmosphere, through inculcating a sense of cooperation, creative division of labour, offering guidance where needed and through creation of effective levels of communication. According to Famakin and Abisuga (2016) on conducting a study of the effect of path-goal leadership styles on levels of employee commitment in construction entities in China, the study established a strong association between supportive and achievement-oriented leadership style, and effective and continuing commitment. Further, supportive leadership style, had significant influence on effective commitment of employees. There was no significant relationship between the leadership styles under the path-goal theory and normative commitment of employees. Therefore, organization leadership should instill a sense of supportive commitment as an attempt at inducing job satisfaction.

Ludviga and Kalvina (2016) suggested, globally, the aspect of job satisfaction among employees is highly illuminated as a result of the intense competition arising from globalization and technological advancement. Among financial institutions, employee job satisfaction is a major determinant of the survival, demise and growth of

the organization. Financial institutions where employees are satisfied with the workplace have witnessed rapid growth and expansion, despite the existing challenges. In an organizational setting, employee job satisfaction is considered crucial as it is one of the parameters that determine the success of an organization. Famakin and Abisuga (2016) stated that path-goal leadership style influences the commitment and levels of satisfaction of employees. Famakin and Abisuga further added that only 20% of managers in commercial banks in developing economies have embraced leadership styles under the umbrella of path-goal theory in the context of their operations. However, little empirical evidence has been undertaken to assess the Kenyan context. Many leadership scholars among them; (Ludviga & Kalvina, 2016; Famakin & Abisuga, 2016; Salanova & Sanni, 2016; Hearthfield, 2012) have conducted studies on the relationships between path-goal theory and employee job satisfaction. However, Kagwiria (2016) found that a few studies have focused on use of path-goal leadership style in financial organizations. In the study by Abu-Shamaa, AlRabayah and Khasawneh (2016) on job satisfaction, most research has focused on relating job satisfaction and performance in public and private organizations. According to Redmond and Serrano (2015) it was confirmed that studies on leadership styles have concentrated on participatory leadership style, work attitudes and employee motivation with few focusing on path-goal leadership style and job satisfaction.

Alanazi (2013) study on the influence of path-goal leadership theory concurred that a shortage of empirical literature exists especially on the association of path-goal leadership styles and job satisfaction of employees. The purpose of the study was to establish the influence of supportive leadership style on employee job satisfaction in commercial banks in Kenya. Management style can be understood as a way to manage an organization. According to Ludviga and Kalvina (2016), management style is the adhesive that binds diverse operations and functions together; hence, it is the philosophy or set of principles by which the manager capitalizes on the abilities of the workforce.

Salonova and Sanui (2016) embraced Management leadership style being a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an entity; hence, effective management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. It is the manner of approach to issues of the managers towards achieving the goals of their organization by transforming various resources available to any organization into output through the functions of management. Kagwiria (2016) considered management style as the distinctive way in which an organization makes decisions and discharges various functions of goal setting, formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities.

Management consists of the planning, prioritizing, and organizing work efforts to accomplish objectives within a business organization. A management leadership style is the particular way managers go about accomplishing these objectives. It encompasses the way they make decisions, how they plan and organize work, and how they exercise authority (Vahedi & Asadi, 2014). Management leadership styles vary by company, level of

management, and even from person to person. A good leader is one that can adjust their management style to suit different environments and employees. An individual's management style is shaped by many different factors including internal and external business environments, and how one views the role of work in the lives of employees (Yusuf, Muhammed & Kazeem, 2014).

### **Empirical review**

#### **Management Leadership Style and Employee Satisfaction**

Zia, Khan and Nouman (2014) investigated the impact of participative management style on job satisfaction of the employees. Based on the review of existing literature, a model linking manager's participative management style, participation in strategic planning process, supervisor communication and job satisfaction was tested with the help of data collected from 86 (n=86) faculty members of universities in Islamabad. Regression results indicate that effective supervisory communication is a major cause of job satisfaction in the context of participative management. The study implies that in order to improve faculty satisfaction, the administrators in higher education sector should replace traditional authoritative command structures with participative management style.

Shahmohammadi (2015) examined the relationship between management style with human relations and job satisfaction among Guidance Schools' principals in District 3 of Karaj. This study is a descriptive - correlation study and under study population is all Guidance Schools' principals in District 3 of Karaj that are 96 persons. Due to the limited size of the population, all of the samples were examined. Data were collected using 3 types of questionnaires including Management Luthanz, Macgregor (X, Y) and JDI job satisfaction. The results indicated that there is no correlation between relationship-oriented management style with human relationships and relationship-oriented management style with job satisfaction of the managers and in addition, there is a correlation

between task-oriented management style with human relationships and task-oriented management style with job satisfaction of managers and also there is a correlation between relationship-oriented management style with human relationships and job satisfaction of manager. Furthermore, there is a correlation between task-oriented management style with human relationships and job satisfaction.

## METHODOLOGY

Descriptive research survey design was used to determine an association between the conceptualized independent and dependent variables as shown in the study's conceptual model. This study targeted 274 employees of Commercial Banks in the County Government of Kakamega; Kenya. A sampling frame is a list of all the items in the population (Cooper & Schinder, (2007). That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it consisted of employees of Commercial Banks of the County Government of Kakamega; Kenya. The study sample size was determined using Taro Yamane's proportional sampling technique formula. The importance of this expression is that it gives a researcher the required sampling interval for a given population and a known sample. Therefore a sample size has been calculated as per Taro Yamane's proportional sampling technique formula. The study employed Krejcie and Morgan Formula technique to determine a sample of 103 employees of Commercial Banks in the County Government of Kakamega ; Kenya.

Primary data was collected by means of self-administered questionnaires. The questionnaires had structured questions. These questionnaires were structured and designed in multiple choice formats. Section one introduced the researcher, topic of research and its purpose to the respondent. Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences

(SPSS).version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference.

Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data. Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \varepsilon$$

y = Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya

$\beta_0$  = Constant

$X_1$  = Management Leadership Style

$\{\beta_1\}$  = Beta coefficients

$\varepsilon$  = the error term

## FINDINGS AND DISCUSSIONS

The study involved 103 questionnaires being dispatched for data collection, 77 questionnaires were returned completely filled, representing a response rate of 75% which was good for generalizability of the research findings to a wider population.

### Descriptive statistics: Management Leadership Style on Employee Satisfaction

These were summarized responses on whether Management Leadership Style has influence on Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya.

Most respondents agreed (44.2%) that the Leadership Style in existence provides all views of



the organization to the members, while 15.5% disagreed to the statement, implying that there are banks whose members are not provided with organization views on leadership. More closely, only 35.1% agreed while 22.1% of respondents were uncertain that Leadership Style encourages participative management leadership; hence, revealing existence of inefficiency of some of Leadership Style operations experienced by bank employees.

Further, while 48.1% of respondents agreed that most banks' employees are allowed to make decisions on their own, 13.0% disagreed revealing existence of misunderstanding of bank employees to make their own decisions, more so 50.6% of respondents agreed that the banks provide platforms for seminars of employees on leadership style, while 42.9% of respondents also agreed that they are happy with the management style.

Lastly, most respondents agreed (49.3%) and strongly agreed (16.9%) that generally, the banks' trainings take leadership style as key; implying that

banks and employees recognize the value of leadership styles in organization. Management styles vary by company, level of management, and even from person to person. A good manager is one that can adjust their management style to suit different environments and employees. An individual's management style is shaped by many different factors including internal and external business environments, and how one views the role of work in the lives of employees (Yusuf, Muhammed` & Kazeem, 2014).

### Inferential Statistics

#### Linear influence of Management Leadership Style on Employee Satisfaction

This tested the direct influence of Crowd Funding on Financial Performance of listed commercial banks in Kenya. The results are shown table 1.

**Table 1: Direct influence of Management Leadership Style**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.814 <sup>a</sup>	.670	.665	.69397	.670	159.562	1	75	.000
ANOVA <sup>b</sup>									
Model		Sum of Squares	Df	Mean Square	F				Sig.
1	Regression	76.844	1	76.844	159.562				.000 <sup>a</sup>
	Residual	36.120	75	.482					
	Total	112.964	76						
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients					
		B	Std. Error	Beta		T			Sig.
1	(Constant)	.682	.232			2.945			.004
	Leadership style	.919	.073	.825		12.632			.000

a. Dependent Variable: Employee Satisfaction

From table 1, the model summary showed that  $R^2 = 0.670$ ; implying that 67.0% variations in the

employee satisfaction of commercial banks in the County Government of Kakamega; Kenya is

explained by Management Leadership Style while other factors not in the study model accounts for 33.0% of variation in Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya. Further, coefficient analysis shows that Management Leadership Style has positive significant influence on Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya ( $\beta = 0.919$  (0.073); at  $p < 0.01$ ). This implies that a single improvement in effective Management Leadership Style will lead to 0.919 unit increase in the Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya. Therefore, the linear regression equation is;

$$(i) y = 0.682 + 0.919X_1$$

Where;  $y$  = Employee Satisfaction,  $X_1$  = Management Leadership Style

**Study hypothesis ( $H_{01}$ )** First, **study hypothesis one ( $H_{01}$ )** stated that Management Leadership Style does not significantly influence Employee Satisfaction of Commercial Banks in the County Government of Kakamega ; Kenya. However, regression results indicate that Management Leadership Style significantly influence Employee Satisfaction of Commercial Banks in the County Government of Kakamega ( $\beta = 0.919$  (0.073) at  $p < 0.01$ ). **Hypothesis one is therefore rejected.** The results indicate that that a single improvement in effective Management Leadership Style will lead to 0.919 unit increase in the Employee Satisfaction of

Commercial Banks in the County Government of Kakamega ; Kenya.

## CONCLUSIONS AND RECOMMENDATIONS

This tested the influence of Management Leadership on Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya. The study found that Management Leadership Style had significant influence on Employee Satisfaction of the county government of Kakamega; Kenya. The study results are consisted with earlier researchers that found that Management Leadership Style benefits employees at work place if the leadership style is held in participative manner.

The study concluded that Commercial Banks effectively recognize utilization of Management Leadership Style in organizations; hence improving the leadership Style leads to improvement on the Satisfaction of Employees.

The study recommended that Commercial Banks should roll out replant Management Leadership Style; hence such would improve the employee satisfaction as well the performance of the banking industry.

## Areas for further research

Similar study can be done on other organizations especially the manufacturing companies using different methods of analysis for comparison of the findings.

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