INFLUENCE OF ORGANIZATION CULTURE ON LEADERSHIP STYLE IN COUNTY GOVERNMENTS IN KENYA, A CASE OF COUNTY GOVERNMENT OF KISUMU; KENYA

Macodero, O. B., Kadima, M. J., & Juma, D.

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INFLUENCE OF ORGANIZATION CULTURE ON LEADERSHIP STYLE IN COUNTY GOVERNMENTS IN KENYA, A CASE OF COUNTY GOVERNMENT OF KISUMU; KENYA

[1] Macodero, O. B., [2] Kadima, M. J., & [3] Juma, D.

[1] Master Student, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya
[2] Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

[3] Doctor, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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ABSTRACT

Organizational culture has an influence on nearly all facets of an organization's performance, particularly in respect of workers and interlinking up at their areas of operations. Leadership Style leans on Culture and norms of an organization; hence Leadership Style determines the demeanor of employees and the manner in which they interact internally and externally. Leadership Style determines several aspects of employee treatment and their relationships. Accordingly cohesive organizational culture underpins higher productivity, improves employee morale, affects work attitudes and encourages employee dedication. Clan Culture being a functional element of Organizational culture also constraints and directs management behavior which affects firm Leadership that ultimately impacts on performance through decision making process and formulation of strategy and its implementation. Most scholars have done studies supporting there exist correlation between Clan Culture and Leadership Style, while others dispute this scholarly idea. The objective of the study was to examine the influence of Clan Culture on Leadership Style of the County Government of Kenya, County Government of Kisumu; Kenya. This study applied descriptive survey research design. The study used a structured questionnaire on collection of primary data from the County Government of Kisumu; Kenya. Pilot study was done on the County Government of Kakamega; Kenya, hence this enabled for testing of the reliability and validity of the research instrument. The study descriptive and inferential statistics was analyzed by use of SPSS software version 24, further; a regression equation model was developed to test the relationships between Clan Culture and Leadership Style. The results of the findings indicated Clan Culture influenced Leadership Style of the County Government of Kisumu; Kenya. The study recommended for County Governments to embrace the use of Clan Culture practice since it improves the Leadership Style that ultimately improves performance. The study recommends for further studies on the same considering same variables but different methodologies.

Key words: *Clan Culture, Organization Culture, Leadership Style*

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INTRODUCTION

Organizations currently operate in an environment characterized by phenomenal global changes in the business environment (Puni, Mohammed & Asamoah, 2018). This has been attributed to among other factors, changing customer demands, rapid technical changes, and the rise of a global, knowledge-based economy (Chan & Mak, 2014). Due these changes and the complexity of the business environment, organizations are ever exploring ways to be more creative so as to continuously achieve high productivity. Organizational culture has been distinguished as one of the aspects that affect organizational performance (Bell & Mjoli, 2016). In the prevailing era of globalization, organizational success not only depends on efficient utilization of resources and broad vision strategies but also on strong organizational culture in order to achieve real organizational success and glory (Alvi, 2016). The relationship between leadership style and organisational culture has received much attention since the 1980s, however, it is different in different parts of the world so the relationship between leadership style and national culture also requires investigation (Al Khajeh,2018).

The importance of leadership in organizations cannot be overemphasized. The concept is critical in as far as it influences the present and future sustenance and productivity of an organization. According to Sofi and Devanadhen (2015), leadership is crucial to the organization as it charts the vision and mission of an organization as well as determining and establishing its objectives, strategies, procedures and means of effectively and efficiently achieving those objectives. Al Khajeh (2018) suggests that the leadership phenomenon is fundamentally anchored on culture in providing employees with direction and psychological gratification to acquire the best out of them. It is vital that an organization places unbridled focus on its leadership because it is the leaders' decisions that may decide the difference between the success and failure of an organization. It is, therefore, generally believed that employees' success emanates from the actions of an effective leader which stimulate the desires of subordinates, translating to enhanced performance with consideration of respective culture that suits that particular organization (Khan & Adhan, 2014; Kužnin & Walker, 2017).

Various authors alludes to different leadership styles namely autocratic, transactional, transformational, participative, visionary, and culture-based styles (Mohammad *et al*., 2017; Sofi & Devanadhen, 2015) with varying influences on employee performance hence organizational productivity. Therefore, leadership styles/practices targeting mobilization of human resources are an important factor in determining organizational performance (Khan & Adhan, 2014).

The world is shifting towards an economy where the essential resource of an organization is its knowledge (Popli & Rizvi, 2016). Thus the employees are needed to be upgraded continually within the brackets of the organization culture while enhancing in their professional skills and knowledge, supplementing the standardized expertise which they need for the accomplishment of their tasks. Many researchers work on leadership styles to estimate their effect on employee performance (Ogbeide, Groves, & Cho, 2008). When the leaders give autonomy to the employees, they would be more loyal and motivated to perform efficiently which would enhance organizational productivity with better outcomes (Kim & Beehr, 2018).

For creating innovative ideas, there is a need of the competent human resource; hence, in order to get innovative ideas, leaders play a vital role (Jyoti & Bhau, 2015). All the theories of Total Quality Management powerfully show the importance of leadership styles in the organization's top management to motivate the employees for the success of quality improvement programmes (Teoman & Ulengin, 2018).Leaders provide such environment of the workplace for the employees where they may perform well (Skakon, Nielsen, Borg, & Guzman, 2010). Leadership style also makes a positive and negative impact on the employees' performance (Skakon *et al*., 2010). In some situations, the leaders have to take decisions instantly while considering the culture of the organization; hence, leaders should have some capabilities to take immediate corrective actions (Leadership, Dixon, Weeks, Boland, & Perelli, 2016). Such as Contingent rewards, Management by exception, Laissez-faire. In the view of the contingent rewards, employees do their work rightly on time, and the rewards are given to them, however, if employees do not do the work accurately and properly, they are punished. According to the approach of Management by exception, the focus is on resources to check the response to any event. In Laissez-Fair approach, employees do all the work by themselves; the leader involves in the case when the problem occurs (Rothfelder, Ottenbacher & Harrington, 2012).

The psychological capital is related to the positive psychology of employees, showing the positive employees behavior rather than the negativity of the employees. By using positive psychological capital, the organization becomes more successful as the positive psychological capital creates positivity among employees, enhancing the employee's level of performance (Tosten & Toprak, 2017). According to Khan and Adnan (2014) the idea of positive Organizational capital had been presented many centuries ago.

A rising number of researchers have centered their attention on researches focused on figuring out the effect of an organization's culture on its Leadership Style. The subject matter of organizational culture attracted a lot of attention in the late 1980's and early 1990's as management scholars investigated the reasons behind the failure of USA organizations in competing with their Japanese counterparts (Ojo, 2010). One of the earliest quantitative studies on the culture-performance link was conducted by Denison (1984) who used data from 34 American (USA) companies over a five year period. The author studied features of organizational culture in these companies and tracked their performance over time and examined the Leadership Style that was being applied. According to Chan and Mak (2014),Organizational culture was used to explain the economic successes of Japanese companies over American companies by motivating workers who were committed to a common set of core values, viewpoints and conjectures.

Puni, Mohammed and Asamoah (2018) notes, most of the scholars among them; Ogbonna and Harris (2000) studied the association involving organizational culture and Leadership Style for the performance, whereby leadership style was included as a third variable in the model. They used a sample of 1000 units from the Financial Analysis Made Easy database of registered British companies. To measure performance, they used variables such as: customer satisfaction, sales 3 growth, market share, competitive advantage and sales volume. For organizational culture, they used measures such as: competitive (market) culture, innovative (adhocracy) culture, bureaucratic (hierarchy) culture and community (clan) culture. The results showed that all four assessments of organizational culture were linked in some way to corporate performance (Ali *et al*., 2017).

Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior; hence, administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees' job satisfaction (Wanjiru, 2015). It is therefore essential to understand the relationship between organizational cultures, leadership behavior and job satisfaction of employees (Kagumu, 2018)

Kenya aspires to become a nation offering high quality of life to all its citizens by the year 2030. Attainment of this vision hinges on the degree to which the nation is able to create an adaptive human capital base to meet the requirements of a

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rapidly industrializing economy. However, according to the Vision 2030, delivery of public services in Kenya is still characterized by a culture rooted in poor understanding of the fundamental policy of the public service, namely to serve rather than dictate to citizens. To address this challenge, the Government has come up with a strategy of involving citizens more in determining policies and priorities so as to bring a change in values and ethics throughout the public service by embracing up culture of organizations. This strategy is also intended to improve transparency and accountability in public service, which is critical for achieving the Vision 2030's goals.

Statement of the problem

Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior; hence administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees' job satisfaction, it is therefore essential to understand the relationship between organizational cultures, leadership behavior and Performance (Aketch,2015).Culture is socially learned and transmitted by members; it provides the rules for behavior within organizations (Chahel, Jyoti & Rani, 2016). The definition of organizational culture is of the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work (Khan & Adnan, 2014).

The core values of an organization begin with its leadership, which will then evolve to a leadership style, subordinates would be led by these values and the behavior of leaders, such that the behavior of both parties should become increasingly in line. When strong unified behavior, values and beliefs have been developed, a strong organizational culture emerges. Leaders have to appreciate their function in maintaining an organization's culture, more so the clan culture which is pertinent to organization culture. This would in return ensure consistent behavior between members of the organization, reducing conflicts and creating a healthy working environment for employees (Chan & Mak, 2014).Clan Culture expresses shared assumptions, values and beliefs, and is the social glue holding an organization together by considering what clan has to be the employees subjected to a working environment (Bell & Mjoli, 2016). A strong culture is a system of rules that spells out how people should behave; hence, an organization with a strong culture has common values and codes of conduct for its employees, which should help them, accomplish their missions and goals by respecting the clan of culture (Kagumu, 2018).

Most of the scholars, among them; Wanjiru (2015) have done the study on Organization Culture inclusive of Clan Culture and performance but the concept leans much more to performance than the Leadership Style that champions for performance function, implying less have been done about Clan Culture on leadership style in the organizations, especially the Counties in Kenya. More so, some scholars among them; Chahel, Jyoti and Rani (2016) found very minimal relationship between the Clan Culture and Leadership Style. The dispute among the scholars' findings raised a researchable gap that made this study to undertaken.

Objective of the Study

The objective of the study was to examine the influence of Clan Culture on Leadership Style in County Governments in Kenya, Case study of County Government of Kisumu; Kenya

Research Hypothesis

H_{01}: There is no significant effect of Clan Culture on Leadership Style of County Governments, County Government of Kisumu; Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based View Theory

Resource-based view postulated by Barney (1991) focuses on a firm's internal environment in terms of its resource and capabilities as the source of improved performance and the linkage of these with organizational strategy (Seedee, 2012). In the resource-based view, the emphasis is on gaining sustainable competitive advantage by way of successful and well-organized use of the assets of a firm (Barney, 1991). Its central proposition is that if an organization is to achieve and sustain a state of improved performance, it must acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities. According to Barney (1991), three basic types of resources can provide competitive advantage to companies.

Resources are physical resources, organizational resources, and human resources. Human capital resources include a firm's employees, relationships, trust and organizational culture. Barney (1986) argues that, in order for a firm's culture to provide sustained competitive advantages, and thus, by implication, be a source of sustained superior performance, three conditions must be met. First, the culture must be valuable in order to allow an organization to behave in a manner that would lead to improved performance. Second, the culture must be rare; it must have attributes and characteristics that are not common to the way of life of a big figure of other companies in the same industry. Finally, a culture must be imperfectly imitable such that even if potential imitators can understand valuable and rare organizational cultures, it still may not be possible to imitate those cultures. Resource-based view supports the clan culture variable by validating that the postulation in respect of clan culture is that individual membership generates constructive sentimental employee outlook to an organization. It also highlights the reality that companies' leadership style performs well since they employ, grow, and keep their valuable employees. The resource- based view therefore is related to objective one of this study "To determine the influence of clan culture on leadership style of the County Government of Kenya."

Dynamic Capabilities Theory

Teece, Pisano and Shuen (1997) developed the concept of dynamic capabilities as the ability of the organizations to renew competencies so as to attain congruence with the changing business environment by adapting, integrating, and reconfiguring internal and external organizational skills, resources and functional competencies. They therefore defined dynamic capabilities as the ability to integrate, build, and reconfigure internal and external competencies to address rapidly-changing environments.

Barreto (2010) defines dynamic capabilities as those capabilities that characterize a firm's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions, and change its resource base. Zollo and winter (2002) indicate that the purpose of dynamic capabilities is to improve organizational performance, while Zahra, Sapienza and Davidsson (2006) explained that the purpose of changing the resource base is to support the requirements of principal decision-makers of a firm. Wang and Ahmed (2007) explicitly state that the purpose of reconfiguration, reconstruction and upgrade of a firm's resource base is to respond to the changing environment in order to attain and sustain competitive advantage.

According to Teece (2007), dynamic capabilities can be subdivided into three capabilities. These are: sensing capabilities (the capacity to discern opportunities and threats); seizing capabilities (the capacity to grasp opportunities); and reconfiguration capabilities (the capacity to maintain competitiveness by enhancing, combining, protecting, or reconfiguring intangible and tangible assets). Capabilities are transformed in generally six ways (Teece, 2007). They can be renewed, redeployed or recombined. They also can be replicated, retrenched or retired. The influence of managerial decision making in the selection activity that is responsible for capability transformation highlights the importance of sensing, seizing and transforming capabilities (Teece, 2007). Sensing, seizing and reconfiguration or transforming capabilities will enable management to better interpret opportunities and threats, which will in turn guide the decisions on whether to renew, redeploy, recombine, reconfigure, replicate, retrench or retire capabilities (Teece, 2007).

Researchers such as Eisenhardt and Martin (2000); Helfat *et al*. (2007) and Teece (2007) argue that dynamic capabilities represent an organization's capacity to identify the need or opportunity for change (sensing), formulate a response to such a need or opportunity (seizing), and execute a way of action (reconfiguring). The bridge between sensing and seizing is also understood to involve acquisition of strategic insights, whereas the relationship between seizing and reconfiguring refers to strategy execution (Helfat *et al*., 2007). The underlying assumption of the dynamic capabilities theory is that companies which are able to sense and then seize new opportunities and, further, reconfigure their resources and capabilities in line with recognized opportunities and environmental change can create and sustain a competitive advantage (Teece, 2012).

Li and Liu's (2014) study of 217 companies in China shows that dynamic capabilities significantly and positively affect competitive advantage, and that environmental dynamism is an important driver. Dynamic capabilities theory supports the variable of adhocracy culture by highlighting that those organizations which are able to sense and then seize new opportunities and, further, reconfigure their resources and capabilities in line with recognized opportunities and environmental changes can enhance and sustain desired Leadership Styles for improved performance. The dynamic capabilities theory therefore is related to objective two of this study "To examine the influence of adhocracy culture on Leadership Style of the County Governments of Kenya, County Government of Kisumu; Kenya.

Goal Theory

Goal theory was developed by Latham and Locke (1979) and it states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted, and when there is feedback on performance (Armstrong & Taylor, 2014). Involvement in goal setting is imperative as a way of receiving agreement to the setting of goals. Feedback is vital in sustaining motivation, principally towards attainment of even higher goals. Erez and Zidon (1984) emphasized the need for acceptance of and commitment to goals by employees in an organization. Goal theory draws attention to four methods that attach goals to productivity results: they draw awareness to precedence; they inspire exertion; they dare employees to make use of their understanding and expertise to enhance their prospects of achievement; and the more demanding the objective, the more employees will employ their complete range of ability (Armstrong & Taylor, 2014). Goal systems influence productivity by enhancing inspiration to attain given objectives (Latham, 2004). They are thus contributions that influence the conduct of employees. This provides an impetus to enhance awareness to an objective, vigour in tracking an objective, determination in realizing an objective and capability to achieve an objective (Locke & Latham, 2002). When employees direct interest on the conduct that will achieve an objective, they in addition switch consideration away from deeds that will not accomplish the objective (Locke & Latham, 2006). Participation in setting one's own goals results in a higher rate of acceptance due to an individual feeling a sense of control over the goal setting process (Erez, Earley & Hulin, 1985). Employees' motivation and performance are higher when goals are accepted and when there is feedback on performance. The goal theory supports the variable of market culture by providing a rationale for setting of demanding/higher goals and by providing feedback on employee performance, which in turn promotes an awareness of capability and mindset of self-competence and collective efficacy. The goal theory therefore is related to objective three of this study "To establish the effect of Market Culture on Leadership Style for performance of the County Governments of Kenya."

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Clan Culture
- Team Work
- Mutual Trust

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Leadership Culture
Power
Stimulation
Self Direction

Independent Variable **Dependent Variable**

Figure 1: Conceptual framework

Review of Study Variable

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 therefore 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. Sampling frame 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 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. 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;

$y = \beta_0+\beta_1X_1 + \varepsilon$

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

β_0 = Constant

X_1= Management Leadership Style

$\{\beta_1\}$ = Beta coefficients

ε = 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

Descriptive statistics: Management Leadership Style on Employee Satisfaction

These are 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	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change
1	.814[a]	.670	.665	.69397	.670	159.562	1	75	.000

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	**Sig.**
1 Regression	76.844	1	76.844	159.562	.000[a]
Residual	36.120	75	.482		
Total	112.964	76			

Coefficients[a]

Model	Unstandardized Coefficients: B	Std. Error	Standardized Coefficients: 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 shows 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 (β = 0.919 (0.073); *at* $p<.01$). 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

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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 (β = 0.919 (0.073) at *p<0.01*). Hypothesis one was 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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