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INFLUENCE OF LEADERSHIP STYLES ON TEAM PERFORMANCE OF COMMERCIAL BANKS IN KENYA

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ABSTRACT

Globally most of the organizations are faced with challenges of both internal and external; hence affecting the Performance of an organization. Leadership Style has been key to organizations, Banks being sensitive; require the right leadership style that suits the culture and norms of the banking institutions for competitiveness. Leadership style determines the kind of performance that should be reflected by the organization. Many scholars have different perceptions about leadership styles. Hence, the objective of the study was to determine the effect of Transformational Leadership Style on Performance of listed Commercial Banks in Kenya. This study applied descriptive survey research design. The study used a structured questionnaire on collection of primary data from listed Commercial Banks headquartered in Nairobi. Pilot study was done in Kisumu Commercial Banks to test the reliability and validity of the research instruments. The study descriptive and inferential statistics was analyzed by use of SPSS version 24 software and the conclusion was; Commercial Banks that effectively utilized Transformational Leadership Style had an impact on Performance in institutions. The study recommended the Banking Institutions to embrace the right leadership style that suits the culture and norms since; the style under the study finding was effective. Lastly the study recommended for further studies using other methods in different sector.

Key words: Transformation Leadership Style, Team Performance

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INTRODUCTION

Globally the role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Zsolnai, 2015). Leadership for effectiveness and efficiency in an organization is essential to achieve the mission and vision along with coping with the changes occurring in the external environment, the organizations struggle with challenges but ends improving her performance (Alford, 2015). Currently, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance and the competitive spirit is high in that the organization should employ effective leadership strategies in order to out compete others, otherwise failure in management may be due to the lack of effective leadership (Klarner, Yoshikawa & Hitt (2018).

Companies accomplish their stated objectives because of having effective leaders that improve on the performance of their respective organizations; hence, there is a need of effective leaders for coordinating and motivating the employees (Strine, 2014). Unfortunately, some companies do not take account of the leadership style adopted by their managers; however they struggle with their own explorations till the objectives are made. Many scholars, among them; Nicholson Pulliese and Bezemer(2017) stipulate of several types of leadership styles such as transformational leadership, transactional leadership, autocratic, democratic leadership, participative leadership style, that organizations use depending on the organizations' culture and their respective norms in order to achieve expected the goals. The leadership styles chosen for the study are charismatic, transformational, transactional, autocratic, bureaucratic, and democratic. Del baldo (2015) embraced the prior literature about leadership portrays it as a personal ability; hence, the extent to

which an individual portrays leadership traits depends on the characteristics of the situation and environment in which he finds himself.

In the study by Vaara, Sonenshein and Boje (2016) on performance of organizations, Leadership is unarguably one of the most important factors that influence the performance of an organization. Del baldo and Baldarelli (2015) stated that the effectiveness of a leader is the main determinant of organizational performance. In order to succeed and stay ahead of competitors and to improve organizational performance, organizations need to follow the best leadership styles. However, in this globalized world of multinational companies with a multicultural workforce, it is often difficult to ascertain the most suitable leadership style. Leaders are often inflexible in their leadership style and do not take the changing business and global situations into consideration. This can have a harmful effect on organizational performance.

Moore (2014) suggested, there are numerous reasons that pinpoint the relationship between leadership style and organizational performance; hence, in today's competitive and dynamic markets, competition is built on innovation, price, organizational performance, decreasing returns and on competencies. Studies have shown that in the midst of these new challenges, successful leadership can improve the performance of organizations. Organizational performance refers to the ability of a firm to attain high profit, quality product, large market share, good financial results, and survival at a fixed time using suitable strategy.

Istao (2014) embraced one of the key driving forces of an organization's performance is the understanding the effect of leadership on performance. Effective leadership is the vital factor responsible for management development and competitive advantage for organizational performance improvement, for instance, transactional leadership helps an organization in achieving their present objectives more efficiently by linking job performance to valued rewards and ensuring that the employees are having the

resources required to make sure that the job is carried out. Visionary leaders, create a future strategic vision, communicate that vision by framing and using metaphors, consistently act by modeling the vision, and build a commitment towards the vision.

Statement of the Problem

Globally, leadership is unarguably one of the most important factors that influence the performance of an organization. Tummers and Knies (2016) stated that the effectiveness of a leader is the main determinant of organizational performance and hence; for the organization to succeed and stay ahead of competitors and to improve organizational performance, organizations need to follow the best leadership styles. Sensitive organizations like banks have been having excessive closures resulting from poor performance and in addition leading to employees' turnover high. However, in this globalized world of multinational companies within the banking industry of a multicultural workforce, it is often difficult to ascertain the most suitable leadership style. Popli and Rizvi (2016) embrace, leaders are often inflexible in their leadership style and do not take the changing business and global situations into consideration; hence, this can have a harmful effect on organizational performance. Most scholars among them; (Kagwiria, 2016; Anyango, 2015; Chege, 2018) supported the essence of strong relationship between Transformation leadership style and organization performance, while other scholars among them; Farah, Elias, De Clercy and Rowe (2019) had a conclusion of not supporting the idea of relationship between the Transformation leadership style and organization performance, this creates a researchable gap to be undertaken with the aim of finding out the relationship between the different Transformation leadership style and organizational performance in the Banking sector in Kenya.

Objective of the Study

The objective of this study was to determine the effect of transformational leadership style on performance of Commercial Banks in the Kenya.

The study was guided by the following research hypothesis;

- **H₀₁:** Transformational Leadership Style does not significantly influence Performance of Commercial Banks in Kenya.

LITERATURE REVIEW

Theoretical review

Fiedler's Contingency Theory

Theory Fiedler Contingency Model was created by Fred Fiedler in the mid-1960s, who was a scientist that premeditated leader's personality and physiognomies. The model describes leadership to have no best style. The model explains that leader's effectiveness is determined by the situation. Rowold and Heinitz (2007) assert that Fiedler is the first person to come up with this theory that shows that the situation is a variable which influences a leader's style of leadership. Fiedler (1967) stipulates that leadership style is the replication of some stressing need which stimulates behavior in different situations. He continues to embrace that leadership styles are continuous and leaders should alter the situation. This means that leadership styles do not change and the leader's effectiveness is highly dependent on the situation at hand. There are several situations that a leader may find in the work place and the leader needs to adapt to each situation to be effective if he or she is unable he will fail in that situation. A leader's style is seen as duty which is relationship oriented and the leader needs to apply the right style to maximize performance.

Fiedler (1967) explains that situations are seen in terms of favorableness and they range from extremely favorable to highly unfavorable. He stresses that the more regulation exercised by the leader in a situation the more promising the situation was for him or her. Favorableness is strong-minded by three issues the first being the relationship amongst the leader and the supporters and if a leader has a good relationship with his follower he has a high chance of success as opposed to a leader who has a poor relationship. The second factor is the task structure and the more a task is

complicated the likely the situation was unfavorable. The favorableness is high in simple tasks. The third is the level of formal authority which means the ability to punish, discipline, assign work, recommend for promotion and sacking. A high level of formal authority means the situation is favorable than situations where the leader has a low level of authority. For leaders who are tasked to carry out duties in which change is likely this theory helps explain how a leader can use different situations to ensure that he/ she is successful in ensuring change takes place. The leader's relationship with the followers is important in ensuring success of change within organization since the favorableness is high in situations where the leader are in good relations with the followers. Managers should ensure that they have health relationships with employees/ subordinates to ensure change is effective in the organizations.

This theory helps us understand that for effective change to happen the leader has to ensure that the situation in which he/she is implementing the change is highly favorable. This theory helps explain the leader's responsibility in creating the right environment in which to effect change successfully. Failure to have the right situation leads to failure of achieving the change. In this study this theory explains how a leader may use a diversity of leadership styles in situation to effect change in the county. The leader can use any of the five leadership styles transformational leadership style, demographic leadership style, transactional leadership style, and the autocratic to bring about the desired change depending on how favorable a specific leadership style is able to bring the desired change. This theory supports four independent variables which include: the transformational leadership style, transactional leadership style, Situational leadership style and the Participatory leadership styles.

Behavioral Theory

Behavioral Theory The behavioral leadership perspective assumes that leadership is dominant to achieving organizational goals and objective. The

theory focuses on the leader's conduct and not on leader's individual traits/characteristics. This style was first started by both the University of Michigan and Ohio State University (Kirkbride, 2006). They conducted various studies to identify the leadership behaviors that are important in the effectiveness of an organization. From their findings it was discovered that there are two main procedures of leader behavior's which are employee-centered and production- centered (Yukl, 2012).

In the employee-centered behavior the leader is very concerned and is sensitive to employee's feelings. The leader therefore tries to make things pleasant for them to ensure that they are happy. The second behavior of the production centered leader emphasis is on the completion of the organization task (Avolio, 2007). The results from the study showed that leaders need to be high in both behaviors. The behavioral theories help explain the leader's behaviors in which they need to facilitate change within the organization effectively. The leader needs to have the behavior of being concerned with employees so as to ensure the employees do not reject the change implemented since the leader consulted them. This study relates to the study since the leader understands the need to be both people centered and also production centered. The county leader needs to have both characteristics to ensure change to take place. Through being people centered the county leader is able to appeal to the followers through encourage and support their followers to engage in the decision-making process and coming up with solution together as opposed to the production centered where the leader is autocratic and sees as achieving set objectives as more important than appealing to followers. This theory supports both the democratic leadership style and autocratic leadership styles variables. By being people centered a leader is being democratic and by being production centered leaders are autocratic.

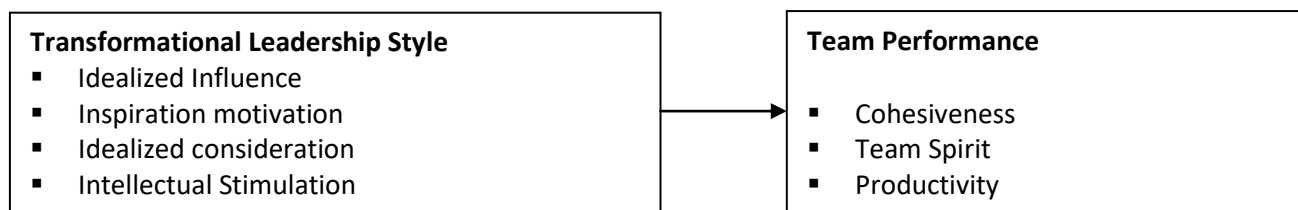
The Path-Goal Leadership

Theory Path-goal model (PGM) is based on goal setting and expectancy theories of motivation. The

writers of this model are House and Mitchell who use the model to clarify how leadership behavior has an influence on performance and the satisfaction of employees. Motivation helps people to be able to tackle challenges and stay focused on a set goal, irrespective of professional or personal goals and targets (Chipunza, Samueel & Mariri, 2011). Leadership is the most important factor in motivating employees and improving productivity. The most essential principle of this leadership model is that behavior by 28 leaders should motivate and satisfy the employee to the extent in which it increases goal attainment. The difference between this leadership theory and other models is that this model doesn't have a leader trait and behavior variable. The leader's responsibility is to increase the subordinate's motivation to achieve organizational goals thus leading to organizational effectiveness. Motivation refers to the act of

clarifying the subordinate's path towards the achievement of rewards it is done by identifying and learning behavior that lead towards the successful accomplishment of task and organizational rewards (King, Lunn & Michaelis, 2010). There is an exchange of rewards and promises of reward for taking certain course of action. The theory is relevant to the study since the county leader used rewards to motivate the employees to act in a certain way. This theory supports the transactional leadership style variable were the leaders used both punishment and rewards to motivate certain courses of action in the county so as to achieve certain changes that the leader wants to have. By motivating the employees towards a course of action now change takes place. This model explains the transactional leadership style which followers are given some type of reward to motivate them to work.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Review of study variables;

Transformational Leadership Style and Performance

According to Teoma and Ulengin (2018), the transformational leader is apprehensive in realizing a revolutionary change in the organizations and human service. In the study by Tummers and Knies (2016) on organization performance, definition of transformational leadership was as the competence of a leader to be able to inspire employees to give up their own personal ambitions towards the good of the organization. Sun and Shang (2014) embraced a transformational leader is morally upright manager who is concerned with

development of the values, moral maturity and standards of the subordinates; hence, this is done by strengthening the subordinate's will to serve for the wellbeing of others and their organization.

According to Northouse (2016) who elaborated on the transformational leader as an original and one who was less likely in supporting the present state by looking for other prospects while facing of risk; hence, a leader attempts to mold and build rather than reacting to the environment. Teoman and Ulengin (2018) stipulates, Transformational leaders motivate subordinates into accomplishing more than focusing on their personal individual values and providing guidelines for the alignment of their

values to the ones of the organization, more so the leader helps the employees in becoming more creative, innovative and bringing new ideas to the organization that will permit the organization to grow familiarize itself to the ever altering external environment. The transforming leader seeks to release employee potential through motivating them and inspiring them to do than what is necessary.

Popli and Rizvi (2016) contemplated transformational leadership concerns itself with the establishment of one being a role model and attaining the confidence and trust of the subordinate; hence, the leader then develops the employee's capability through sanctioning and guiding them into excelling beyond the set organizational obligations. The transformational leader can be characterized being as an unrealistic or futurist. The leader can be seen as a driver for alteration who assumes a more proactive approach to change management.

Kagwiria (2016) asserts that change is the key focus in transformational leadership; hence, Mulonzi (2017) notes that the transformational leader needs to possess characters such as high self-esteem, high self-regard plus self-awareness in order to be effective in the transform of organizations and employees. Anyango (2015) suggested the following as vital characteristics of transformational leadership; which are creating a mutual vision, looking at the bigger picture and engaging with the complex issues, analytical approach, cheering participation and motivation, sharing data and enabling trust in working team, recognizing donations and celebrating accomplishments, creating chances for learning and supporting employee growth. Chege (2018) contemplates this type of leadership tends to increase the team's morale and ends up motivating the team members. A study done by Widowati and Tasman (2016) found out that the amount of transformational leadership used by a manager had a direct effect on a business unit's performance.

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 90 employees of Commercial Banks in Nairobi City County; 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 in Nairobi City County; 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 of 74 was calculated as per Taro Yamane's proportional sampling technique formula. 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;

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

y = Performance

β_0 = Constant

X_1 = Transformation Leadership Style

{ β_1 } = Beta coefficients

ε = the error term

FINDINGS AND DISCUSSIONS

The study involved 74 questionnaires being dispatched for data collection, 69 questionnaires were returned completely filled, representing a response rate of 93% which was good for giving a general understood answer of the research findings to a wider population

Descriptive statistics: Transformational Leadership Style and Performance

These are summarized responses on whether Transformational Leadership Style influences Performance of Commercial Banks in Kenya;

Most respondents agreed (49.3%) that the Transformational Leadership Style has leaders to influence workers for change to improve on performance, while (23.2%) strongly agree that influence exist for workers to improve on performance. 14.5% disagreed to the statement, implying that there are bank employees who have not well followed the idea for influence for better performance. More closely, only (36.3%) agreed while (14.5%) of the respondents strongly agreed for intellectualism to be applied for better performance to be realized. (20.3%) respondents were uncertain about the intellectualism idea.

Further, while 50.7% of respondents agreed that most leaders instill pride in the employees to improve on the performance, while 15.6% strongly agree to the idea of pride instilling to the employees to improve on performance. More so

50.7% of respondents agreed that the leaders use inductions to train the employees for better performance, while the same (13.1%) respondents strongly agree for the idea of induction being key to performance while (42.1%) of respondents also agreed that leaders consult on others before making review decision, while 15.9% strongly agreed to the fact of consultation.

Lastly, most respondents agreed (49.3%) and strongly agreed (18.8%) that generally, that leaders do develop skills for the employees to have so that they meet job requirements for the performance to be realized. According to Northouse (2016) who elaborated on the transformational leader as an original and one who was less likely in supporting the present state by looking for other prospects while facing of risk; a leader attempts to mold and build rather than reacting to the environment. Teoman and Ulengin (2018) stipulates, Transformational leaders motivate subordinates into accomplishing more than focusing on their personal individual values and providing guidelines for the alignment of their values to the ones of the organization, more so the leader helps the employees in becoming more creative, innovative and bringing new ideas to the organization that will permit the organization to grow familiarize itself to the ever altering external environment. The transforming leader seeks to release employee potential through motivating them and inspiring them to do than what is necessary.

Inferential Statistics

Linear influence of Transformation Leadership Style on Performance

This tested the direct influence of Transformational Leadership Style on Performance of listed Commercial Banks in Kenya. The results are shown table 1.

Table 1: Direct influence of Transformational 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	.785 ^a	.580	.676	.69397	.680	159.562	1	68	.000

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.834	1	74.844	159.562	.000 ^a
	Residual	35.120	68	.472		
	Total	111.954	69			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.672	.232		2.845	.004
	Transformational Leadership Style	.818	.073	.724	12.532	.000

a. Dependent Variable: Performance

From table 1, the model summary showed that $R^2 = 0.580$; implying that 58.0% variations in the Performance of listed Commercial Banks in Kenya is explained by Transformational Leadership Style, other factors not in the study model accounts for 42.0% of variation in Performance of listed Commercial Banks in Kenya. Further, coefficient analysis shows that Transformational Leadership Style has positive significant influence on Performance of listed commercial banks in Kenya ($\beta = 0.818 (0.073)$; at $p < .01$). This implies that a single improvement in effective Transformational Leadership Style will lead to 0.818 unit increase in the Performance of listed Commercial Banks in Kenya. Therefore, the linear regression equation is;

$$Y = 0.672 + 0.818X_1$$

Where;

Y= Performance, X_1 = Transformation Leadership Style

Study hypothesis (H_{01}) Study hypothesis (H_{01}) stated that Transformation Leadership Style does not significantly influence Performance of Commercial

Banks in Nairobi City County; Kenya. However, regression results indicate that Transformation Leadership Style significantly influence Performance of Commercial Banks in Nairobi City County; Kenya ($\beta = 0.818 (0.073)$ at $p < 0.01$). Hypothesis was therefore rejected. The results indicate that that a single improvement in effective Transformation Leadership Style will lead to 0.818 unit increase in the Performance of Commercial Banks in Kenya.

CONCLUSIONS AND RECOMMENDATIONS

This tested the influence of Transformational Leadership Style on Performance of listed Commercial Banks in Kenya. The study found that Transformational Leadership had an impact on Performance of Commercial Banks in Kenya.

The study results were consisted with earlier researchers that found that Transformational Leadership Style benefits most organizations since most of them have ever applied the style and ended up successfully. In actual sense of performance the norms and culture of the organization plays an

important role to organizations for performance capability.

The study concluded that Commercial Banks that effectively utilize Transformational Leadership Style for the effecting of performance has been successful and the impact was felt positively.

The study recommended that Commercial Banks should embrace the application of Transformation Leadership style since, suits the norms and the culture of the Commercial Banks.

Areas for further research

Similar study can be done on all Commercial Banks in Kenya using similar variables but other methods should be engage.

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