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LEADERSHIP STYLES AND EMPLOYEE PRODUCTIVITY IN COMMERCIAL BANKS IN KENYAFAC: A CASE STUDY OF ‘‘C’’ BANK OF KENYA LIMITED.

EDNA MORIASI BONARERI

LECTURER, MANAGEMENT UNIVERSITY OF AFRICA (MUA)

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ABSTRACT

This research focused on leadership style and employee performance in commercial banks in Kenya, a case of C Bank Limited. The study's response rate was 77.1%, obtained from 37 of the 48 participants who responded to the research tool. The analysis of strategic leadership in commercial and financial state firms, which was put to the test by various benchmark claims, revealed that shared core values, symbols, and ideologies are a sign of a healthy organizational culture. Additionally, respondents agreed that their institutions define the corporate strategic orientation. The responders agreed somewhat with the other claims. Among these were the emphasis on moral behavior and efficient management of company resources. In commercial and financial state firms, balanced organizational controls are not given enough attention. Customer satisfaction was found to be significantly higher than the industry norm according to organizational performance as attributed to strategic leadership tests. The data also showed that there was a low annual staff turnover rate and a strong net profit margin/return on sales. High annual turnover and a larger corporation's market share, however, received little attention. The results of a correlation analysis between strategic leadership practices and organizational performance revealed a strong correlation between corporate strategic direction and high levels of customer satisfaction. The annual employee turnover rate and the high market share of the company were both positively correlated with balanced organizational controls. Effective corporate culture, however, revealed a large negative correlation with great customer satisfaction and return on investment. This investigation confirmed the significance of these associations

Keywords: Leadership Contingency Model, National Treasury’s revenue, Laissez-faire leadership, Central Business District, Kenya Bankers Association, Financial State Corporations, Organizational Performance,

INTRODUCTION

Leadership is the strategy of invigorating individuals to coordinate their endeavors toward accomplishing a specific point or objective. Leadership is a significant piece of the administration cycle of arranging, coordinating, planning and dealing with movements of every kind inside an association to guarantee that institutional objectives are accomplished. Hence, a leader's information on the most proficient method to utilize different initiative styles in various conditions helps and mobilizes workers. On the other hand, if the leadership style adopted unsatisfied employees or stifles their way of working, they ultimately do not contribute positively to organizational goals. It means less productivity for your employees and your organization.

A look at conducted by Kagwiria (2016) on the impact of leadership on employee productivity at Co-operative bank of Kenya Ltd. Kenya's Eldoret branch found that managers at Co-operative bank of Kenya Ltd. Bank successfully adopted a transformational, transactional and laissez-faire leadership style. , concluded that employee productivity increased as a result. , it is clear that they are always there when needed and do not hesitate to respond to urgent issues. They leave the problem solving to their employees but always solve it together. This allows us to always express satisfaction when other employees meet their expectations, always strive to fulfil ourselves, and never wait for something to go wrong. before taking action. Because they are sure of their boss's help, they think together about possible solutions to their problems, so they are more satisfied with their jobs, more productive, and the organization can easily reach its goals.

The purpose of this study is to further investigate leadership styles on employee productivity. This is the case for Kenyan commercial banks.

Statement of the Problem

Banks have issues related to the leadership styles used to handle different situations within their organizations, creating challenges in different sectors of the country. Evidence from various reports related to banks indicates that this is due to inappropriate use of leadership styles in certain situations. Revenue recognition targets were missed, leading to large budgets. A gap was created, which led to an increase in government debt, which led to large borrowings, increasing the risk of a financial crisis, and the Projects will not be completed and the national economy will be less productive. Absence of a good leadership style suitable for different situations represents a decline in organizational productivity as employees are less productive in their jobs. This leads to lower employee retention rates and lower morale among the rest of the workforce, resulting in organizations failing to meet their set goals or objectives and national economies suffering from reduced productivity increase. Selecting the best leaders with extensive management experience and the ability to apply different leadership styles to different environments can be a possible solution to employee and organizational productivity declines. We believe that a good management style leads to increased employee loyalty and work motivation, leading to a significant increase in employee productivity. As a result, the productivity of the national economy will improve. The study therefore sought to answer the question. How does leadership affect employee productivity at Co-operative bank Ltd?

Research Objective

The main objective of the study was to eexamine leadership styles and employee productivity in commercial banks in Kenya, a case of Co-operative Bank Kenya Ltd, Eldoret Branch.

Importance of the Study

This study is of great importance to Kenyan bank management as it helps them understand the relationship between leadership style and employee productivity and the impact of leadership style on employee productivity. It also helps policy makers learn lessons on how to improve the quality of leaders in various organizations and serves as a reference for improving management knowledge. The study will help Kenyan bank executives learn lessons from this study on how to improve leadership skills in their organizations and how leaders within their organizations can best understand and recruit their employees. It helps you know your style. Policy makers can use the research study as a reference document to identify the required attributes when hiring managers for a particular organization.

LITERATURE REVIEW

Theoretical Literature Review

Trait Theory

The theory postulates that every leader or manager has unique characteristics and qualities. Most of the action is a result of underlying personal traits of the individual. This theory thusly posits that leaders with success adopt more specific characteristics than unsuccessful leaders, and that good leaders are born with some salient traits that are unique to them.

Eze, N (2015) analyses the qualities enumerated in trait theory that are believed to be natural leaders. These traits are; Supervisory ability, Self-assurance, Affinity for work and safety, Initiative, Need for achievement, Intelligence and Determination for self-realization

Behavioral Theory

This theory is explained in terms of what leaders do. It has an intuitive appeal because it revolves around the effort to discover the habits of great leaders. Early work in action theory identified such habits as communication. Delegating, motivating, planning, etc. as desirable leadership habits. The real value of this theory was the implication that leaders must be naturally trained to do the right thing. Among the different examinations that significantly affect how we might interpret administration are those from Ohio State University and the University of Michigan in the US.

Proficient leadership conduct gives close consideration to role of subordinates, makes sense of the work interaction, and is exceptionally concerned about work execution.

Directors with representative-focused administration are worried about building durable workgroups and ensuring workers are satisfied with their positions. Their primary concern is their subordinates' welfares.

Theory of situational leadership

The condition leadership point of view is based on the premise that leadership is specific and always relevant to specific situations. Leaders are believed to exhibit different personality traits depending on the situation. Two theoretical fields have emerged under the situational approach. Contingency Theory and Way goal Theory

Contingency Theory

Fred Fielder (1967) became the first theorist to use the term "explicit contingency" was

Fielder called his leadership model the "leadership contingency model". In his perspective, the group's achievement depends on leadership adopting the right style given the relatively mild circumstances. This theory argues that the cooperativeness of a group depends on the personality of the leader and the extent to which he draws strength from the situation.

Path Goal Theory

This hypothesis explains that one of the main functions of effectiveness is to improve the physiological state of subordinates, which leads to uplifting of motivation and job satisfaction of subordinates. The main anxiety of this theory is how a leader's behaviour motivates and gratifies subordinates' approaches' of goals and paths to those goals.

Empirical Literature Review

Leadership Styles and Employee Productivity

Managers typically have authority and authority over resource allocation, promotion decisions, performance appraisals, and outcomes that may directly or indirectly affect the employees under their leadership (Smith, 1948). A leader's importance to an organization is like the sun in a "solar system." Leaders can have a strong influence on their subordinates and increase their productivity.

Managers can exert a great deal of pressure and influence to improve the productivity and performance of their workers and employees, but they are unaffected because they are unaffected. Additionally, leaders often choose the variables and methods to observe, highlight key productivity performance characteristics in cluster and individual assessments, and direct flow toward employees to make them intelligent. (Yukl, 2006; Bass and Bass, 2009; Soft, 2015). Influence and emotion are therefore central themes of leadership. Executive technical skills include processes, methods, and techniques that help executives understand specific topics and issues (Katz, 2014). These qualities provide leaders with accurate information about organizational systems and employee characteristics.

Technical skills are added through a combination of good tutoring, education, and work practices. These managerial technical skills are very important. With the help of managers, managers can direct their employees and subordinates, increase productivity, and lead the organization to success (Cook, 2018; Yukl, 2001). These skills lay the foundation for motivation, novelty, and tactical planning. A manager's conceptual skills consist of critical thinking, rational thinking, and brainstorming. According to Yukl (2001), these skills include quality cognition, judgment, diligence, immediacy, originality, and the ability to construct choices and decisions under a variety of conditions.

Leaders need conceptual skills to engage in the development, organizing, and decision-making process. In order to achieve high employee productivity, managers must understand how an organization works and perform and have these conceptual skills. A manager's social skills contain information about people's behaviour and team/group processes. It includes a leader's skills and ability to discern the thoughts, feelings and intentions of employees, and the ability to respond clearly and realistically in a variety of situations. It undermines the talents of employees and workers in bridging differences and forming enjoyable connections together (Mahoney, 1963; Mahoney et al., 1965; Copeman, 2011).

Interpersonal abilities additionally incorporate abilities that assist chiefs with understanding the abilities they need to organize and synchronize activities for themselves and others (Gillen and Carroll, 1985).

Successful authority cultivates camaraderie and further develops work execution. Foster intergration of individual and group objectives and work with objective accomplishment.

Successful leadership likewise upholds inborn inspiration by underscoring the significance of individuals' work.

The administrator's work in an association is to recognize below par objectives, think of proper methodologies to accomplish proper objectives and give direction and inspiration to the collective so it can accomplish the concurred objectives. Leaders need to perceive value frameworks that work in various work gatherings and circumstances. You need to clarify pressing issues and respond to them. To comprehend dread, one should comprehend the trouble of being a subordinate.

Business pioneers should upgrade investor esteem, and the public area should improve public worth. (Investor esteem increments through share cost appreciation as well as profit installments on shares held. The outcome is generally estimated as absolute investor returns over the long haul. In the public area, an alternate however comparative measure is There is: public worth, the powerful and proficient return of public merchandise to citizens.) Long haul making of investor or public worth requires adjusting or coordinating the interests of different partners inside an organization. There is development of a conviction that Investors, workers, clients or clients, providers, and different networks in which the organization works and is related. If shareholders cannot be satisfied despite this view, the company's directors are most likely to get in trouble hack (2011).

RESEARCH METHODOLOGY

Study Design

The purpose of study design is to certify that the data obtained during data collection are enough to answer the original question as vividly as possible (Mugenda, 2010). According to Kothari (2004), a good study design should provide the maximum amount of information and the opportunity to consider different aspects of the problem. A descriptive survey design was used in this study. Descriptive study allowed researchers to express the characteristics of variables of interest.

Target Population

Population alludes to the whole gathering, occasions, or things of interest that a scientist wishes to study (Sekran, 2005). As per Ngechu (2004), a populace is a distinct arrangement of individuals, administrations, things, occasions under study, or a set or family of objects of interest. An objective gathering in measurements is a particular populace for which you need data. This definition guarantees that the objective populace is homogeneous. The populace comprised of all administrators and workers of Co-operative Bank Kenya Ltd.

Sampling

Sampling alludes to the activity of getting information about a whole populace by surveying just a part of the populace. An example is a section of the populace chosen for study (Bryman and Ringer, 2003). Quantitative examination typically requires the taking of tests. As the review was analyzed from both director and worker viewpoints, the populace incorporated all supervisors of Co-operative Bank Kenya Ltd in each of 50 branches in the Eldoret area. From the populace structure, we chose the quantity of workers expected to make the sample.

Instruments

Through the distribution of the questionnaires, primary data was gathered. A questionnaire is a pre-written collection of questions that respondents fill out and record their responses to, typically within a small number of clearly defined options. Five replies on a Likert scale were employed. Strongly disagrees, disagree, neutral, agree, and strongly agree are the five anchors used especially in the interval scale known as a Likert scale. The degree of agreement or disagreement is measured using the Likert scale. Likert scales are effective at identifying and quantifying perception, attitude, values, and behaviour.

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Data Collection

Primary data was acquired by means of a semi- structured questionnaire. The questionnaires were self-administered to the organization's managers using email and the drop and choose later method. Cooper and Schindler (2006) claim that the uniformity of responses to questions is made possible by the inclusion of structured questions on the questionnaire. Three components made up the questionnaire. Section B was a set of statements to capture managers' perceptions of the leadership style, while Section C will be for recording leaders' self-rated performance. Section A contained demographic data. The important factors are the leadership styles, including transformational, transactional, and laissez-faire, which are independent variables. The Multi Factor Leadership Questionnaire created by Avolio and

Bass (2015) was adapted to match the setting of the study and was used as the scale to measure leadership styles. The dependent variable, or staff productivity, was measured as the second factor using a Yousef scale (2000).

Data Analysis and Presentation

According to Kothari (2010), data analysis entails a variety of closely connected procedures that are carried out with the aim of summarizing the gathered data and arranging them in a way that they respond to the research questions. Prior to utilizing SPSS for the actual analysis, the data were cleaned, updated, verified as accurate, and coded. Data was reviewed for mistakes and omissions, and the completed questionnaires were modified for consistency and completeness. The results were presented as percentages, means, standard deviations, and frequencies..

Ethical Consideration

The researcher requested permission to conduct the study from the university, the National Council for Science and Technology, which granted the researcher a Research Clearance Permit, as well as from the respondents who took part in the survey. The researcher presented the purpose and design of the study to the respondents. The researcher protected people's personal integrity and upheld their legal rights. The questionnaires did not ask participants to submit their names; nonetheless, each one includes a code number for future use, preserving the respondents' privacy. The participants received assurances that the information they provided would be treated in confidence and used only for academic purposes

RESEARCH FINDINGS AND DISCUSSION

Response Rate

Table 1: Response Rate

	Frequency	Percent
Responded	38	77.1
Did not respond	10	22.9
Total	48	100.0

38 of the 48 participants that were randomly selected to participate did so, whereas 11 did not. This resulted in a 77.1% response rate. According to Mugenda's (2009) advice, the

response rate was sufficient to examine how strategic leadership impacts the performance of commercial and financial state organizations because it was above 50%.

Leadership Styles

Table 2: Descriptive Statistics on Strategic Leadership

	N	Mean	Std. Deviation
Effective organizational leadership is emphasized	37	4.78	0.417
Corporate strategic direction is determined	37	4	0.667
Ethical practices are emphasized	37	3.78	0.886
Corporate resource portfolio is effectively Managed	37	3.76	0.863
Balanced organizational controls are emphasized	37	3.24	0.435

Organization Performance

Table 3: Descriptive Statistics on Organization Performance

	N	Mean	Std. Deviation
Customer satisfaction is high (above the industry average)	37	3.65	0.919
Net profit margin/ return on sales is high (above the industry average)	37	3.43	1.068
Annual turnover is high (above the industry average)	37	2.95	1.353
Return on investment/ assets/ equity is high (above the industry average)	37	2.86	0.855
The corporation's market share (growth) is higher than those of the competitors	37	2.68	1.27

In this study, many measures were used to examine how well an organization performed when strategic leadership was present. Respondents were asked to rate their agreement on a five-point Likert scale, with 1 denoting a weak agreement and 5 denoting a strong agreement. According to the descriptive statistics, consumer satisfaction among the commercial and financial state enterprises under investigation is significantly higher than the sector average. The average score for this claim was 3.65.

According to a mean of 3.42, respondents also agreed that their institutions' strategic leadership contributed to their strong net profit margins and returns on sales. Other performance metrics relating to strategic leadership were assessed, and respondents' levels of agreement were modest to poor. These include a high yearly turnover rate (shown by a mean of 2.95), a high return on investment (represented by a mean of 2.86), and a bigger market share (represented by a mean of 2.68) than the company's rivals. A mean of 1.68 indicates that respondents only slightly agreed with the statement that annual employee turnover is high in their respective institutions.

According to research on organizational performance and strategic leadership, businesses with stronger strategic leadership tend to perform better overall and have more successful business operations. This result is supported by literature from a variety of writers. Strategic leadership is an effective method for achieving the strategic objectives that underlie strategic decisions (van der Merwe and van der Merwe, 1985). The study also supports Barney and Arikan's (2001) assertion that managing the firm's portfolio of resources, which may be divided into financial capital, human capital, social capital, and organizational culture, efficiently is arguably the most crucial responsibility for strategic leaders.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The data findings on the analysis of the impact of leadership on staff productivity at Co-operative Bank Kenya Ltd are summarized in this chapter, along with conclusions and suggestions. The chapter is divided into sections that include an overview of the results, conclusions, recommendations, the study's limitations, and potential future research areas.

Summary

The study's response rate was 77.1%, obtained from 37 of the 48 participants who responded to the research tool. The analysis of strategic leadership in commercial and financial state firms, which was put to the test by various benchmark claims, revealed that shared core values, symbols, and ideologies are a sign of a healthy organizational culture. Additionally, respondents agreed that their institutions define the corporate strategic orientation. The responders agreed somewhat with the other claims. Among these were the emphasis on moral behavior and efficient management of company resources. In commercial and financial state firms, balanced organizational controls are not given enough attention.

Customer satisfaction was found to be significantly higher than the industry norm according to organizational performance as attributed to strategic leadership tests. The data also showed that there was a low annual staff turnover rate and a strong net profit margin/return on sales.

High annual turnover and a larger corporation's market share, however, received little attention. The results of a correlation analysis between strategic leadership practices and organizational performance revealed a strong correlation between corporate strategic direction and high levels of customer satisfaction. The annual employee turnover rate and the high market share of the company were both positively correlated with balanced organizational controls. Effective corporate culture, however, revealed a large negative correlation with great customer satisfaction and return on investment. This investigation confirmed the significance of these associations.

Conclusion

In this review, the strategic administrative rehashes have been covered. These practices incorporate setting the corporate vital heading, dealing with the corporate asset portfolio successfully, underscoring a powerful hierarchical culture, stressing a moral way of behaving, and keeping harmony between authoritative controls. Consumer loyalty, profit from the venture, net revenue, and low yearly worker turnover have all been emphatically associated with these techniques. Successful key administration emphatically affects hierarchical execution, as indicated by the concentrate that inspected the strength and significance of connections among the examination factors.

Thus, this study develops on the information given by Barney and Arikan (2001), who made sense of the most vital obligation of key executives, which is to deal with the company's arrangement of assets, which can be separated into monetary capital, human resources, social capital, and authoritative culture. It has additionally added to the assortment of information that solid vital authority upgrades business execution.

Recommendations

The current theory on strategic leadership and its impact on organizational performance is supplemented by the findings of this study. The results of this study highlight the fact that strategic leadership is both directly and indirectly linked to the success of Kenya's commercial and financial SCs. Effective strategic leadership techniques must be put into practice by commercial and financial SCs who want to increase their performance.

Executives in Kenya's commercial and financial SCs are strongly encouraged to use the following high-performance strategic leadership techniques: This analysis confirmed the need to concentrate on identifying the corporate strategic direction. This feature will guarantee their firms' strategic performance and competitiveness. The management of the corporate resource portfolio, which is divided into financial capital, human capital, social capital, and organizational culture, must also be prioritized because it is the most crucial role for strategic leaders. This factor will strengthen their organizations' advantage over competitors.

Controls assist strategic leaders in promoting and supporting strategy change, establishing credibility, and proving the worth of plans to the firm's stakeholders. Therefore, leaders are in charge of creating and implementing both financial and strategic internal controls, two types of internal controls. Because balanced organizational controls have not been given enough attention in this study, it is strongly advised that Kenya's commercial and financial SCs implement them to achieve good performance.

In Kenya's commercial and financial SCs, strategic leadership techniques need to be evaluated and modified, this has been demonstrated in the study's assessment of strategic leadership. In Kenya's commercial and financial SCs, there is currently a need for strategic leaders who can examine the prospects in this unsettling situation.

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