

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Moderating Effect of Leadership Styles in the Relationship between Employee Commitment and Performance of Commercial Banks in Kenya

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Abstract:

There is an increasing body of evidence suggesting that employee commitment is an important determinant of performance in organisations. Commercial banks in Kenya have nonetheless been seen to grapple with the challenge of waning employee commitment. Leadership styles have on the other hand been argued to influence employee commitment and performance of organisations. Empirical studies on the moderating effects of leadership styles on the relationship between employee commitment and performance of commercial banks in Kenya have however not been largely undertaken. This study therefore sought to bridge the extant knowledge gap on the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya. The study adopted a cross sectional research design. Multivariate data analysis was done to test for the null hypothesis and the study established that transformational and transactional leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya.

Keywords: Employee commitment, transformational leadership, transactional leadership

1. Background of the Study

Performance of commercial banks in Kenya has come under increasing pressure mainly due to an increasing level of competition arising from deregulation of the industry (Kungu, Desta & Ngui, 2014). Industry competition is indeed a major challenge that has been argued to lead to glitches in many banking sectors across the global landscape (Boudriga & Ghardallou, 2012). Top level management of banks in Kenya have therefore been seen to continually come up with ingenious ways of addressing challenges emanating from such a growing competitive environment (Onger, Nyaoga, Bosire & Nyambega, 2014).

Amidst other challenges, the banking sector is also grappling with the challenge of low employee commitment (Nyambura, 2015). This is of concern to the banks as there is evidence in the literature that employee commitment has numerous benefits to organisations including, but not limited to, increased shareholder returns (Walker Information Inc., 2000), increased sales (Barber et al., 1999) and decreased employee turnover (Tett & Meyer, 1993) among other benefits.

Some studies, nonetheless, have also established that employee commitment does not have any relationship with organisation performance (Mathieu & Zajac, 1990; Mowday et al., 1982) a fact that may well present a quandary in many organisations. The differences in the empirical findings on the influences of employee commitment on organisational performance may perhaps be attributed to the lack of consensus in what actually constitutes employee commitment (Dixit & Bhatti, 2012).

The conceptualization of employee commitment by Meyer and Allen (1990) into affective commitment, continuance commitment and normative commitment in the three components model is one of the most notable abstractions of the concept of employee commitment (Dixit & Bhatti, 2012). In this conceptualization, affective commitment relates to a personal attachment that an employee has to an organization (Meyer & Allen, 1990). This type of commitment makes an employee exert wholly in the pursuit of an organization's goals. It drives an employee to put in extra effort and Meyer and Allen (1997) argue that it is the most important type of employee commitment, and thus is the type an organization would wish to instill in its employees.

Continuance commitment on the other hand is the type of commitment that makes an employee stay with the organization because they need to (Khan, Zia-ur & Akram, 2012). It essentially arises from employment terms, such as the nature of job contracts (Mullins, 2001) and is generally expressed by an employee when one feels leaving the organization is quite costly and cumbersome (Mullins, 2001). Normative commitment on the other hand is related to a general feeling of will to stay in the organization (Khan, Zia-ur & Akram, 2012) and is a feeling of obligation to the organization, and is

expressed by an employee feeling of being indebted to the organization for being considered for a job, when one needed it (Mullins, 2001).

Although all the three types of employee commitment are important, their influences on organizations are of different degrees (Meyer & Allen, 1997). Meyer and Allen (1990) therefore indicate that if an accurate depiction of total employee commitment is to be got, then these three types of employee commitment should be evaluated together given that total employee commitment is the net sum of all these three typologies of employee commitment. Such an approach of assessing employee commitment as offered by Meyer and Allen (1990) has been seen to be employed by various scholarly studies on employee commitment (Dixit & Bhatti, 2012).

Instructively, several factors have been suggested to affect employee commitment to organizations. For example, to bank employees, employee commitment has been argued to be affected by relationships with supervisors and management (Tung, Khuong & Nguyen, 2014). Sofat, Kiran and Kaushik (2015) and Yiing, Zaman and Ahmad (2009) are seen to also support the argument that leadership behaviour indeed affects employee commitment to organizations.

By and large, the subject of organizational leadership is actually not trivial. This is because most organizations' performances chiefly depend on the quality of leadership (Northouse, 2007) for leaders play the critical role of setting the direction the organization is supposed to go to, through aligning models (Kotter, 2001). Effective leadership has thus been argued by different scholars to be the principal source of competitive advantage for many organizations (Zhu, Chew & Spangler, 2005; Rowe, 2001).

Whereas there are varied leadership styles, the literature indicates growing enthusiasm to specifically understand the impact of transformational and transactional leadership styles in organizations (Gardner, Lowe, Moss, Mahoney & Coglisier, 2010). Both of these two leadership styles have been argued to be influential in enhancing organizational performance (Laohavichien, Fredendall & Cantrell, 2009) but differences in opinions still exist on which of these styles has greater impact in driving organization performance (Wu, 2009; Boerner, Eisenbeiss & Griesser 2007; Purvanova, Bono & Dziewieczynski, 2006; Epitropaki & Martin, 2005).

In view of the existing scholarly debates regarding the usefulness of transactional and transformational leadership styles on organization outcomes, these two leadership styles are therefore best analyzed from the full range leadership perspective, given that they have also been argued to augment one another (Bass & Avolio, 1993). The suggestion of analyzing the effects of the two leadership styles on organizational outcomes together moreover finds justification from the arguments of Bass (1999) who posits that best leaders are those who exhibit both transformational and transactional leadership styles.

1.1. Statement of the Problem

Employee commitment has been posited to be an issue of concern in commercial banks in Kenya (Nyambura, 2015). However, it has also been argued in the literature that employee commitment can be propped by among other things, an organization's leadership styles (Yiing, Zaman & Ahmad, 2009). Conversely, understanding the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya becomes necessary, especially given the fact that empirical studies on the influences of different leadership styles, such as transactional leadership styles and transformational leadership styles, on organizational performance, have tended to yield mixed results in different research settings (Koech & Namusonge, 2012; Obiwuoru, Okwu, Akpa & Nwankwere, 2011). The purpose of this study therefore was to fill the inherent knowledge gaps on the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya.

1.2. Objective of the Study

The objective of this study was to establish the moderating effect of leadership styles in the relationship between employee commitment and performance of commercial banks in Kenya.

1.3. Research Hypothesis

The null hypotheses tested in this study stated that leadership styles do not moderate the relationship between employee's commitment and performance of commercial banks in Kenya.

2. Literature Review

2.1. Theoretical Review

The key theories that were found relevant in this study are the Transformational-Transactional Leadership Theory and the AMO theory of performance. These theories have been discussed here-below.

2.1.1. Transformational-Transactional Leadership Theory

This theory was hunched by Burns (1978) and further developed by Bass (1985). Its relevance to organizational studies and practice has been vouched for by leadership scholars over years (Diaz-Saenz, 2011; Burns, 2010; Yukl, 1999; Howell & Avolio, 1993). In the theory, leaders can be characterized to be either transformational or transactional: transformational leaders are ones who inspire and stimulate followers to achieve desired organizational outcomes primarily through creating a sense of shared vision between the leaders and their followers (Burns, 2010). Transactional leaders, on the other hand, are ones who emphasize on contractual obligations between the organization and its employees through the use of rewards and punishments (Bass, 1985).

Whilst the theory has continually been argued to have relevance in organizational practice, it has nevertheless not been without controversy (Hunt, 1999; Yukl, 1999). For instance, Yukl (1999) indicates that the theory does not identify the importance of contextual variables that influence the different leadership styles fronted. Yukl (1999) additionally points to the fact that more empirical research ought to be undertaken to establish the mechanisms through which the theory would hold in work and organizational settings. Such criticisms notwithstanding, the theory still continues to attract great interest from leadership scholars (Gardner, Lowe, Moss, Mahoney & Coglisier, 2010).

The theory had immense relevance in this study. This is because this study intended to establish the moderating role of leadership styles in the relationships between employee commitment and performance of banks in Kenya. In the conceptual framework therefore, leadership styles as a variable was hypothesized to moderate the relationship between employee commitment and performance of banks in Kenya, scenarios that were tested to determine cogency of the hypothesis.

2.1.2. AMO Theory of Performance

This theory was originally fronted by Bailey (1993) but it was later developed by Appelbaum, Bailey, Berg and Kalleberg (2000) and has increasingly been seen to be used by scholars to explain how high-performance human resource management practices can influence employee and organizational performance (Boxall & Macky, 2007). The theory suggests that human resource management can contribute to improved employee and organizational performance by enhancing employees' abilities and task skills (A), enhancing employee's motivation for discretionary effort (M) and giving employees opportunities to make full use of their skills (O) through interventions such as employee involvement, job design and task autonomy (Appelbaum, Bailey, Berg and Kalleberg, 2000; Wood & Wall, 2007; Boxall & Macky, 2009).

Key in this theory is the concept of discretionary behaviour (Purcell, Kinnie & Hutchinson, 2003) which denotes the degree of freedom employees have on how they perform their job, a concept closely related to the construct of organizational citizenship behaviour which is an affiliate of employee commitment. The theory further emphasizes that employees should contribute both individually and collectively in resolving process exceptions in order to attain organisational outcomes (Gardner, Moynihan, Park, & Wright, 2001).

In this study, as commercial banks performance was the dependent variable, the theory finds cogency. Its tenets therefore underpinned the hypothesis of the study wherein the general supposition was that employee commitment can be moderated by leadership styles to drive performance of commercial banks in Kenya.

2.2. Empirical Review

Irefin and Mechanic (2014) examined the effect of employee commitment on organizational performance focusing on the Coca Cola Company in Nigeria. An explanatory research design was adopted in the study and a total of one hundred and twenty questionnaires distributed to a sample that was determined through stratified random sampling techniques. Hypotheses were tested using Pearson's product moment correlation. The study established that there exists a high relationship between employee commitment and organization performance.

Memari, Omid and Ahmad (2013) investigated the relationship between employee commitment and performance of employees in Meli Bank in Kurdistan Iran. Employee commitment was abstracted into affective commitment, normative commitment and continuance commitment and Meyer and Allen (1991) organization commitment questionnaire was used as the research instrument for collecting data on employee commitment. Two hundred and thirty questionnaires were mailed out and one hundred and fifty-three returned and analyzed, representing a sixty seven percent response rate. A regression analysis was done and the same established that employee commitment is positively and significantly related to job performance.

Khan, Farooq and Ramay (2010) investigated the impact of employee commitment on job performance among employees of the oil and gas sector in Pakistan. Employee commitment was measured using the Allen and Meyer (1991) organizational commitment scales whilst organization performance was measured using scales developed by Williams and Anderson (1991). Overall, the study established that there is a positive relationship between employee commitment and performance. More specifically, there was a significant positive relationship between normative commitment and performance, a significant positive relationship between affective commitment and performance and also a significant and positive relationship between continuance commitment and performance.

McLaggan, Adèle and Botha (2013) investigated the relationship between leadership styles and employee commitment in the mining industry in Mpumalanga, South Africa. Leadership styles investigated included transformational leadership and transactional leadership. Leadership was measured using the multifactor leadership questionnaire while employee commitment was measured using the organizational commitment questionnaire. This research adopted a quantitative cross-sectional research design and a census carried out, as the population constituted of only one hundred and twenty employees. Of the one hundred and twenty questionnaires issued, only eighty-eight were returned giving a seventy-three percent response rate. On testing for reliability, the researchers indicate that the instruments had low Cronbach alpha reliability coefficients for normative commitment and continuance commitment, thus these were dropped from the main study. Pearson product-moment correlation coefficients were then computed and the results established that both transactional leadership and transformational leadership have an effect on employee affective commitment.

Almutairi (2013) investigated the relationship between leadership styles and employee commitment in airline staff working in King Khalid International Airport, King Abdulaziz International Airport and King Fahad International Airport in Saudi Arabia. Questionnaires were used to collect data. Simple random sampling technique was used and one hundred and fifty questionnaires were given out in the three airports. Ninety-six questionnaires were received but

thirteen of these were excluded in the analysis as they had invalid responses, implying that the overall response rate was fifty five percent. Leadership styles was measured using the multifactor leadership questionnaire while organization commitment questionnaire was used to measure employee commitment. Pearson's product moment correlation was used for analysis and results showed that there was a significant positive relationship between transformational leadership and organizational affective commitment. The relationship between transactional leadership and affective commitment was negative and not significant.

Koech and Namusonge (2012) investigated the effects of laissez-faire, transactional and transformational leadership styles on organizational performance of state-owned corporations in Kenya. A descriptive survey research was done, samples being taken from thirty state-owned corporations in Mombasa, Kenya. The study established that correlations between transformational leadership factors and organizational performance were high, whereas correlations between the transactional leadership behaviors and organizational performance were quite low.

Ojokuku, Odetayo and Sajuyigbe (2012) investigated the impact of leadership styles on organizational performance, taking a case study of Nigerian banks in Ibadan, Nigeria. Purposive sampling techniques were used in selecting a sample of sixty respondents through the use of structured questionnaires. Multiple regression was used to analyze the relationship between leadership styles and organizational performance. The findings established that leadership styles positively predict organizational performance.

Obiwuru, Okwu, Akpa and Nwankwere (2011) investigated the effects of leadership styles on organizational performance in ikosi-ketu council development area of Lagos state, Nigeria. The leadership styles considered in the study were transactional leadership and transformational leadership. The study adopted a survey design where three small-scale enterprises were selected by stratified random sampling, from a total of eighteen small scale enterprises that had been subjectively identified. The researchers gave out ten questionnaires and all of them were returned, giving a one hundred percent response rate. Analysis was done on primary data collected through an adapted Multifactor Leadership Questionnaire (MLQ) administered to respondents. OLS multiple regression models were used to specify and estimate the relationship and this was facilitated using the econometrics software, E-views. The result showed that transactional leadership style had a significant positive effect on performance while transformational leadership style had a positive but not significant effect on performance in these small-scale enterprises.

2.3 Conceptual Framework

The conceptual framework for the study was as presented here-below:

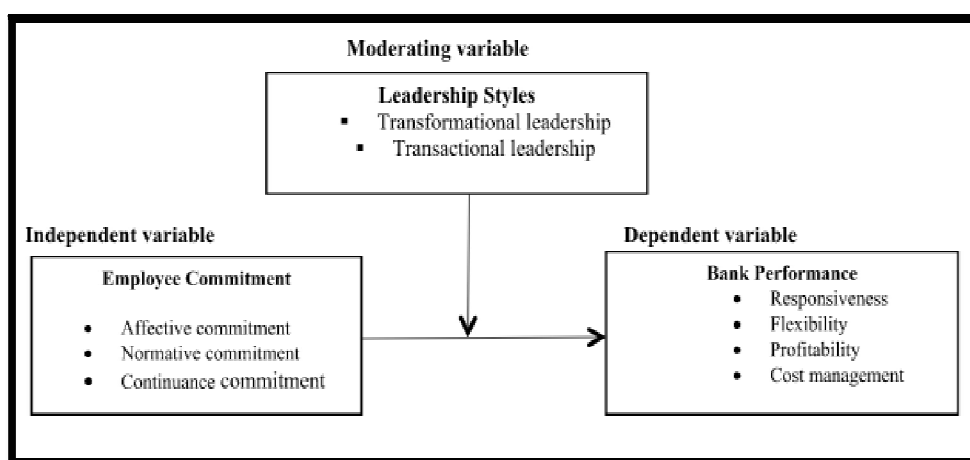


Figure 1: Conceptual Framework
Source: Study, 2017

3. Research Design

Research philosophy is the research paradigm adopted by the researcher (Saunders, Lewis, & Thornhill, 2007). Based on epistemology and ontology, a positivist research philosophy is one grounded on testing of hypothesis and is based on existing theory (Hatch & Cunliffe, 2006) and places weight on quantitative methods and statistical analysis (Saunders, Lewis, & Thornhill, 2007; Eriksson & Kovalainen, 2008; Easterby-Smith, Thorpe, & Jackson, 2008; Hatch & Cunliffe, 2006). In terms of organizational experiences, the positivist philosophy also takes the position that what happens in organizations can only be validated through scientific measurement of behaviour (Hatch & Cunliffe, 2006). As this study sought to empirically test hypothesis, the research philosophy determined to be appropriate and used was the positivist research philosophy.

The study also adopted a blend of cross-sectional research design and descriptive research designs. Best and Kahn (2007) argue descriptive research designs are characterized by a disciplined inquiry and are primarily undertaken through gathering and analyzing empirical data with the intention of developing knowledge. Cross-sectional research design in social science has, on the other hand, been argued to be a comparatively quick and inexpensive research design to administer, yet one having the ability to chart population wide generalizations (Cohen, Manion & Morrison, 2007).

3.1. Population and Sampling

Data on the variables of interest was collected from corporate relationship managers, business bankers and personal bankers stationed in the bank's branches and units in the County of Nairobi. The totals of these categories of respondents across the banks was eight hundred and forty-three. The choice of these category of respondents was justified by the fact that they are the ones largely tasked with the growth agenda and performance of the banks. The sample size was worked out using the Yamane formula (1967) as indicated here-below:

$$n = \frac{N}{1 + N(e)^2}$$

Where N is the population size, n is the sample size and e are the level of precision sought by the researcher.

The precision level for this study was 0.05. Thus, the population and sample size for the respondents' based on the Yamane formula above was computed as below:

Category	Population N	Sample n
Relationship Managers	329	180
Business Bankers	206	136
Personal Bankers	308	175
Totals	843	491

Table 1: Population and Sample
Source: Survey data, 2017

Sampling of the above respondents was by stratified random sampling which is considered the most effective probability sampling method where the target populations are not homogeneous (Kothari, 2010). A provision for non-response totaling forty-four questionnaires was made over the above the desired sample size above making the total questionnaires distributed stand at five hundred and thirty-five questionnaires.

3.2. Research Data and Instrumentation

The study mainly entailed collection of primary data. As such, data was gathered using Likert type five-point scale questionnaires. The choice of the questionnaire method stemmed from the fact that questionnaires have been argued to be easy to administer and also are not an expensive way of undertaking social research (Whitely, 2002). Whiteley (2002) also posits that closed ended questions are more preferred in social research undertakings, given that answers from questionnaires can be easily quantified and analysed by the researcher.

Given that in this study the research instrument items were adapted from accredited instruments that have been used to measure the constructs under study, it was opined that they had sufficient measures of content and construct validity. Nonetheless, to have the instrument foolproof, the researcher submitted the same for review by two faculty staff of Kenyatta University School of Business to have them validated as to be having sufficient levels of instrument validity. Construct validity and predictive validity were ensured by adopting items from instruments that have been tested and proved to have sufficient levels of these types of instrument validity.

A pilot study was undertaken in this study to help establish the degree of clarity of the proposed research instruments, and also help identify problem areas in the research design that needed to be addressed prior the main study (Zickmund, 2003; Neuman, 1997; Isaac & Michael, 1995; Borg & Gall, 1979). The pilot study entailed administering the proposed research instruments to forty respondents, who were not to be included in the final research (Monette, Sullivan & DeJong, 2002). Thirty-five questionnaires were returned from these and the same were analyzed in the pilot study to determine feedback on clarity, layout, appearance, ease or difficulty of the questions and redundancies, and also used to test for instrument reliability.

3.3. Response Rates

In this study, the required sample size was four hundred and ninety-one respondents, but to cushion against low response rates, five hundred and thirty-five questionnaires were given out in a drop and pick strategy. Of the issued questionnaires, four hundred and nineteen were returned, implying an overall seventy eight percent response rate.

This response rate was considered satisfactory in view of opinions of scholars such as Roth and Bevier (1998) who argue that a fifty percent response rate is considered adequate in social science research. Fincham (2008) also argues that any response rate that is greater than fifty percent has minimal non-response bias hence can be considered satisfactory in social science research.

3.4. Instrument Reliability

The overall questionnaire instrument reliability co-efficient score for the study, as measured by the Cronbach alpha coefficient was 0.784. George and Mallery (2003) indicate that alpha scores between 0.7 and 0.8 indicate acceptable thresholds of reliability. From this argument and indeed as supported by the arguments of Nunnally and Bernstein (1994), the questionnaire instrument for this study at 0.784 was taken to have acceptable thresholds of internal consistency and reliability.

3.5. Diagnostics Tests

The model in this study were tested using multiple regression techniques. Thus, it was imperative to first undertake diagnostic tests, which entailed testing for normality, heteroskedasticity and multicollinearity.

3.5.1. Normality Assumptions

To test for normality assumptions, this study utilized the improved Shapiro-Wilk test, a popular test for normality in regression studies (Nornadiah & Yap, 2011). The choice of the Shapiro-Wilk test was justified by its superb power properties (Mendes & Pala, 2003). The test yields a value W which lies between zero and one. A value of one indicates normality whereas weak values indicate a departure of normality (Nornadiah & Yap, 2010). The table below presents a summary of findings on normality tests for the different variables in this study.

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Commitment	.122	388	.200	.986	388	.553
Leadership Styles	.198	388	.200	.989	388	.564
Bank Performance	.193	388	.200	.991	388	.559

Table 2: Summary of Findings on Shapiro Wilk Test on Normality

Source: Survey Data, 2017

From the table above, it is apparent that all the variables satisfied the threshold for normality of data, both from the analysis of Kolmogorov-Smirnov statistics and the Shapiro Wilk statistics. Consequently, normality was assumed for the data set and the use of parametric tests in analysis of the data was considered acceptable.

3.5.2. Heteroskedasticity

In this study, Levene's test for equality for variances was used to determine the existence of heteroskedasticity and the summary of the results are as summarized under the below:

Variable	Levene's Statistic	df	Sig.
Employee Commitment	5.986	388	0.348
Leadership Styles	4.745	388	0.156
Bank Performance	5.542	388	0.224

Table 3: Summary of Findings on Levene's Test on Equality of Variances

Source: Survey Data, 2017

The analysis of the table above indicates that the P values were all greater than .05 hence equality of variances could be assumed (Joseph, Gastwirth, Yulia & Weiwen, 2009) implying that ordinary least squares regression techniques could be used to analyse data.

3.5.3. Multicollinearity

Multicollinearity in this study was diagnosed using variance inflation factor (VIF) techniques. The general rule was that values greater than ten would suggest presence of multicollinearity (Chatterjee & Hadi, 2006). The table here-below presents the summary of findings on the testing for multicollinearity:

Variable	Tolerance	VIF
Employee Commitment	0.923	1.011
Leadership Styles	0.991	1.031
Bank Performance	0.987	1.068

Table 4: Summary of Findings on Tests for Multicollinearity

Source: Survey Data, 2017

The table above indicates that all the VIF values were less than ten hence the absence of multicollinearity was assumed, meaning that the data sets could apply ordinary least squares regression techniques to analyse the data.

4. Research Findings

4.1. Respondent Biographic Characteristics

This section presents biographic data obtained from bank staff deployed as business bankers, corporate relationship managers and personal bankers in commercial banks operating in Kenya. Primarily, the table condenses summary statistics on the respondents' gender, respondents' age, respondents' highest education level, and respondents' years of working experience as a banker, respondents' current role and also the respondents' number of years in current role, to apprise on key biographic characteristics of the respondents who participated in the study. The table here-below presents these statistics.

Respondents Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	228	58.8	58.8	58.8
Female	160	41.2	41.2	100.0
Total	388	100.0	100.0	
Respondents' Age				
25-35 yrs.	124	32.0	32.0	32.0
36-45 yrs.	186	47.9	47.9	79.9
45-55 yrs.	58	14.9	14.9	94.8
55 yrs. +	20	5.2	5.2	100.0
Total	388	100.0	100.0	
Respondents' Highest Education Level				
Secondary	8	2.1	2.1	2.1
Diploma	47	12.1	12.1	14.2
Bachelor	258	66.5	66.5	80.7
Masters	74	19.1	19.1	99.8
Doctoral	1	.2	.2	100.0
Total	388	100.0	100.0	
Respondents' Years of Working Experience as A Banker				
1-5 years	34	8.8	8.8	8.8
6-10 years	124	31.9	31.9	40.7
11-15 years	151	38.9	38.9	79.6
15 years +	79	20.4	20.4	100.0
Total	388	100.0	100.0	
Respondents Current role				
CRM	137	35.3	35.3	35.3
Business Banker	96	24.8	24.8	60.1
Personal Banker	155	39.9	39.9	100.0
Total	388	100.0	100.0	
Respondents number of years in current role				
1-3 years	72	18.6	18.6	18.6
3-5 years	138	35.5	35.5	54.1
5 years and above	173	44.6	44.6	98.7
<1 year	5	1.3	1.3	100.0
Total	100	100	100	

Table 5: Biographic Characteristics of Respondents
Source: Survey Data, 2017

The table indicates that of the three hundred and eighty-eight respondents, fifty nine percent were male and forty one percent were females, and that majority of the respondents, that is, forty eight percent, were between the ages of thirty-six years and forty-five years. The least number of respondents, that is, five percent, were over fifty-five years old. Respondents between twenty-five and thirty-five years of age constituted thirty two percent while those between the ages of forty-five years and fifty-five years constituted fifteen percent. This means that the bulk of the respondents still have a number of years to continue working for their organizations since the mandatory retirement age for bank staff is set at sixty years. This distribution by age was considered vital as employee commitment was one of the variables under study; and it has been argued in the literature that age is one of the determinants of employee commitment to organizations. The table above further indicates that the majority of respondents, that is, sixty seven percent, held a bachelor's degree as the highest educational qualification and less than one percent held a doctoral degree. Those with secondary level education were two percent, those with college diplomas were twelve percent while those with a Master's degree constituted nineteen percent of the respondents. It can thus be deduced from this distribution that the average respondent in the study had sufficient level of education to adequately respond to the questionnaire items.

The table moreover indicates that the majority of the respondents, that is, thirty nine percent, had between eleven years and fifteen years of experience as bankers. Only nine percent had less than five years of working experience as bankers. Those between six and ten years of experience in working as bankers were thirty two percent while those with over fifteen years of working experience as bankers constituted twenty percent of the respondents. The table additionally indicates that majority of the respondents, which is, forty percent, were Personal Bankers, thirty five percent were Corporate Relationship Managers while twenty five percent were Business Bankers. Finally, the table illustrates that majority of the respondents, that is, forty five percent, had over five year's experiences in their current roles. Thirty six percent of the respondents had between three- and five-years' experience in their current role while nineteen percent of the respondents had between one and three years of experience in their current role. Only one percent of the respondents had less than one-year experience in their current roles.

4.2. Results of Test of Hypothesis

The hypothesis was tested using stepwise regression techniques and SPSS results are presented and discussed here-below.

- Step 1: Results of the Regression Analysis between Employee Commitment and Performance of Commercial Banks

The first step entailed analyzing the relationship between employee commitment and the performance of commercial banks in Kenya, and the results of the regression analysis are as presented here-below:

Model Summary						
Model		R	R Square		Adjusted R Square	Std. Error of the Estimate
1		.668 ^a	.446		.437	.27892
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.998	.109		13.990	.000
	EC	.657	.081	.535	3.424	.000
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.799	1	2.799	52.685	.000 ^b
	Residual	23.586	386	.083		
	Total	26.385	387			

Table 6: Results of the Regression Analysis between Employee Commitment and Performance of Commercial Banks in Kenya
Source: Survey Data, 2017

The table indicates that the R value was .668 implying that there exists a moderately strong relationship between employee commitment and performance of commercial banks of Kenya. The corresponding R^2 value was .446 implying that 44.6% of the variation in performance of commercial banks in Kenya can be attributed to employee commitment in these banks. On the other hand, the adjusted R^2 value was .437. The beta value for the variable of employee commitment was 0.535 and the corresponding p-value was .000 implying that the relationship between employee commitment and performance of commercial banks in Kenya is positive and significant, $P < 0.05$. The F statistic for the relationship was also significant $P < 0.05$, implying that the relationship between employee commitment and performance of commercial banks in Kenya as established in this study did not occur purely by chance.

- Step 2: Analysis of the Relationship between Leadership Styles and Performance of Commercial Banks in Kenya

The second step entailed analyzing the relationship between leadership styles and the performance of commercial banks in Kenya. The SPSS regression results for this relationship is as presented and discussed under the table here-below:

Model Summary					
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.781 ^a	.610	.605	.18475	
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.538	1	2.538	49.579	.000 ^b
Residual	24.854	386	.079		
Total	27.392	387			
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant) Leadership Styles	2.136	.133		20.153	.000
	.712	.096	.698	4.251	.000

Table 7: Regression Results of the Relationship between Leadership Styles and Performance of Commercial Banks in Kenya
Source: Survey Data, 2017

The table indicates that the multiple coefficient of correlation between leadership styles and performance of commercial banks in Kenya was 0.781 suggesting a strong relationship between leadership styles and performance of commercial banks in Kenya. The coefficient of determination, R^2 was 0.610 suggesting that 61% of the variation in performance of commercial banks in Kenya was attributed to leadership styles. The adjusted R^2 was 0.605 indicating a shrinkage of 0.005 implying that if the data was drawn from the population rather than the sample, the model would account for 0.5% less in variance. The F-statistic moreover shows that the relationship was significant, $P < 0.05$, indicative of the fact that the relationship between leadership styles and performance of commercial banks in Kenya is unlikely to have occurred purely by chance.

- Step 3: Analysis of the Interaction Effect of the Relationship Between Employee Commitment, Leadership Styles and Performance of Commercial banks in Kenya

The third step entailed analyzing the interaction effect of leadership styles in the relationship between employee commitment and the performance of commercial banks in Kenya. The SPSS regression results for this relationship is as presented and discussed under the table below:

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.717 ^a	.515	.511	.329	
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.279	3	15.093	143.140	.000 ^b
	40.490	384			
	85.770	387			
Total					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-5.537	1.405	1.224	-3.940	.000
EC	2.137	.434	2.264	4.921	.000
	2.176	.359	-2.185	6.064	.000
	Leadership Styles	-.481	.110	-4.362	.000
ECI					

Table 8: Regression Results of the Relationship between Employee Commitment, Leadership Styles and Performance of Commercial Banks in Kenya

The model summary indicates that the coefficient of determination was 0.717 implying a strong relationship between employee commitment, leadership styles and performance of commercial banks in Kenya. The R^2 for the model was 0.515 implying that 51.5% of the total variation in performance of commercial banks in Kenya was attributed to employee commitment and leadership styles. The adjusted R^2 on the other hand was 0.511 implying that the shrinkage in R^2 was 0.004 suggesting that if the model was derived from the population rather than a sample, it would account for approximately 0.4% less variance in outcome. The ANOVA table indicates that the F ratio for the model was significant [$F(3,384) = 135.729, P < .001$] to mean that the variation attributed to the predictors on the outcome was very unlikely to have happened purely by chance.

The analysis of the coefficients indicates that employee commitment had a beta value of 1.224 and with a p-value of 0.000 indicating that employee commitment has a positive and significant relationship with performance of commercial banks in Kenya, $P < .001$. The analysis of the coefficients further indicate that leadership styles had a beta value of 2.264 and a p-value of 0.000 indicating that leadership styles also have a positive and significant relationship with performance of commercial banks in Kenya, $P < .05$. The analysis of the interaction effect on the other hand indicates that the beta value for the interaction effect was -2.185 and with a p-value of 0.000 signifying that the interaction effect is negative but significant, $P < .001$.

Parameter	Model Before	Model After	Change	Sign. of change
R	.668	.717	0.049	Change is significant, $P < .001$
R^2	.446	.515	0.069	
β coefficient for Employee Commitment	.535	2.264	1.729	
β coefficient for Leadership Styles	.698	-2.185	-2.883	
F	52.685	135.729	83.044	

Table 9: Analysis of Change in Coefficients

Source: Survey Data, 2017

The Table 9 above analyzing the change in coefficients indicates that there were changes in the coefficients, with the change being significant. Consequently, the hypothesis which proposed that leadership styles do not moderate the relationship between employee commitment and performance of commercial banks in Kenya was rejected. This therefore means that on the basis of the data collected, there is evidence that transformational and transactional leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya albeit the relationship is negative in nature.

5. Discussions, Conclusions and Recommendations

5.1. Discussions and Conclusions

The finding that leadership styles moderate the relationship between employee commitment and the performance of commercial banks in Kenya can be explained by the fact that transformational leadership styles have an effect on employee citizenship behaviour (Weiping, IXianbo & Jiongbín, 2017) which consequently has an effect on organization performance. This line of argument is propped by the AMO theory of organization performance which argues that high involvement organization practices affect employee discretionary behavior which affects employee citizenship behavior thereby leading to enhanced organization performance (Appelbaum *et al.*, 2000; Wood & Wall, 2007; Boxall & Macky, 2009).

The nature of the effect of transformational leadership styles on employee citizenship behaviour can, however, be affected by an individual's personal characteristics such as age and education level (Weiping, IXianbo & Jiongbín, 2017). Thus, the biographic characteristics of the respondents in this study, which showed that most respondents were relatively young and with university level education qualifications may have contributed to the establishment of a moderating effect of leadership styles on the relationship between employee commitment and performance of commercial banks in Kenya. This argument is buoyed by the fact that the literature indicates that personal characteristics are an important determinant of employee commitment in organizations (Agyeman & Ponniah, 2014; Kumar, 2013; Mathieu & Zajac, 1990).

As important, the finding of the hypothesis is tandem with other empirical findings which have equally established that there is an established positive relationship between leadership styles, employee commitment and organization performance (Orabi, 2016; Munyeka & Ngirande, 2014). However, the unique contribution of this study is the finding that the moderation effect of leadership styles in the relationship between employee commitment and the performance of commercial banks in Kenya is negative in nature. Therefore, it is important for commercial banks in Kenya to examine how existing leadership styles in their fronts can be improved in order to have a positive moderating effect on the relationship between employee commitment and organization performance in commercial banks in Kenya.

5.2. Recommendations

5.2.1. Recommendations for Future Research

The study recommends that further studies be undertaken to establish the individual moderating effects of transactional leadership styles and transformational leadership styles on the relationship between employee commitment and performance of commercial banks in Kenya.

It is also recommended that a longitudinal study be undertaken to establish whether the findings of this study could hold. This is important given that the study was undertaken in a period when the banking sector in Kenya was undergoing turbulent times occasioned from the effects of the banking act amendment of the year two thousand and sixteen.

5.2.2. Recommendations with Policy and Managerial Implications

The study recommends that leadership styles continue to be employed in a way that enhances employee commitment and thus drive the performance of commercial banks in Kenya. This calls for top level management to initiate leadership development programs that can enhance the individual leaders' transformational leadership qualities of idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

The study also recommends that management harnesses leadership styles so as to have a positive moderating effect in the relationship between employee commitment and the performance of commercial banks in Kenya. This is because whereas the study established that leadership styles moderate the relationship between employee commitment and performance of commercial banks in Kenya, the moderating effect is negative.

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