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Davidson Mghanga Mwaisaka, Prof. George K'Aol and Dr. Caren Ouma



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^{1*}Davidson Mghanga Mwaisaka

Research Scholar: Chandaria School of Business United States International University-Africa

Email: mghangawamwaisaka@yahoo.com

²Prof. George K' Aol

Lecturer: Chandaria School of Business United States International University-Africa

³Dr. Caren Ouma

Lecturer: Chandaria School of Business United States International University-Africa

Abstract

Purpose: The purpose of the study was to investigate the influence of supportive leadership style on employee job satisfaction in commercial banks in Kenya.

Methodology: The study adopted positivism research philosophy to guide the study and limited itself to descriptive correlational research design to analyze and provide responses to the research questions. The research design was preferred because it allows description and comparison of characteristics of populations based on data collected from samples through questionnaires. The target population of the study was 15,030 employees in all the 43 commercial banks licensed to operate in Kenya as of June 2018. Using stratified sampling technique, the study drew a sample size of 386 employees reporting to middle level managers. Data was collected by means of a questionnaire and analyzed using descriptive and inferential statistics, which included factor analysis, correlational analysis, chi-square, one-way analysis of variance (ANOVA), and regression analysis using Statistical Package for Social Sciences (SPSS) version 20 and Windows' Microsoft excel programs.

Results: The study examined the influence of supportive leadership style on employee job satisfaction in commercial banks in Kenya. From the findings of correlation analysis, it was established that supportive leadership style had a positive and significant relationship with employee job satisfaction, $r(370) = 0.816, p < .05$. The Chi-square test results showed that there existed a strong association between supportive leadership style and job satisfaction, $X^2(16, N=370) = 49.086, p < .05$. The results from multiple linear regression analysis showed that supportive leadership style positively and significantly predicted employee job satisfaction among middle level managers at commercial banks in Kenya, $R^2 = .603, F(1, 366) = 278.269, p < .05; \beta = .716, p < .05$. As a result, the study rejected the null hypothesis that supportive leadership style has no significant influence on employee job satisfaction.

Unique contribution to theory, practice and policy: The study makes a contribution to literature on the influence of supportive leadership style from Kenyan commercial bank perspective and adds an impetus to employees, management and policymakers to address issues that are impeding employee job satisfaction.

Keywords: *Supportive Leadership, Path-Goal Leadership Styles, Employee Job Satisfaction.*

1.0 INTRODUCTION

The path-goal theory makes a clarification on the level of exercising of leadership under differing conditions by a given organization leader (Alanazi, 2013). The theory stipulates that there are four leadership styles that organization leadership may adopt. These leadership styles include participative leadership style, supportive leadership style, directive leadership style and achievement-oriented leadership style. Yukl (2010) suggested that the path-goal theory has heavily borrowed from the expectancy theory of motivation especially on the motivational factors that promote the employees in an organization to exert effort in achieving the goals of assigned tasks in order to achieve the targeted outcomes. Yukl further argued that the behaviours of leadership in an organization have a critical role in enhancing motivation of employees to achieve organizational goals. The critical factor for employee job satisfaction is thus dependent on the capability of the leadership to inspire the workers to positively participate in the assigned task.

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

Problem Statement

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

Many leadership scholars, (Ludviga & Kalvina, 2016; Famakin & Abisuga, 2016; Salanova & Sanni, 2016; Hearthfield, 2012) have conducted studies on the relationships between path-goal

theory and employee job satisfaction. However, Kagwiria (2016) found that a few studies have focused on use of path-goal leadership style in financial organizations. Abu-Shamaa, Al-Rabayah and Khasawneh (2016) stated that most research has focused on relating job satisfaction and performance in public and private organizations. Redmond and Serrano (2015) confirmed that studies on leadership styles have concentrated on participatory leadership style, work attitudes and employee motivation with few focusing on path-goal leadership style and job satisfaction. Alanazi (2013) study on the influence of path-goal leadership theory concurred that a shortage of empirical literature exists especially on the association of path-goal leadership styles and job satisfaction of employees.

Purpose of the Study

The purpose of the study was to establish the influence of supportive leadership style on employee job satisfaction in commercial banks in Kenya.

2.0 LITERATURE REVIEW

Theoretical Review

Path-Goal Leadership Theory

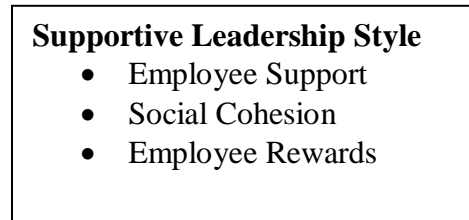
House and Mitchell (1974) stated that leader behavior refers to the expected code of conduct exhibited by people in power. The leaders provide the expected performance levels, and acceptable means through which those following the leader should use to attain the specified goals. There are four varieties of leadership behaviour and styles postulated: Directive, Supportive, Participative, and Achievement-oriented. Gustafsson and Hornay (2014) state that path-goal leadership styles are the leadership styles pathways model provides. A leader characterized as directive will give his followers detailed instructions on the tasks, the anticipated level of performance, time frames and stringent rules and regulations to observe.

A supportive leader is presented as warm, friendly, and available to his subordinates. He provides a work environment that facilitates the best out of the other employees, shows clear concern for the well-being of the subordinates, and is highly respectful to them. The leader seeks the opinions of the followers and puts them into consideration while making key decisions (Famakin & Abisuga, 2016). An Achievement oriented leader is more results focused. He challenges those following him to give the best of them in performance. He demonstrates his confidence to employees in their capacity to deliver on challenging duties and goals (Northouse, 2013). This means that leadership style need not be applied singularly but rather they could be interchanged depending on the circumstances.

Conceptual Framework

A conceptual framework is a tool for analysis that provides the context of how different variables under study interact (Abend, 2013).

Independent Variable



H₀₁

Dependent Variable

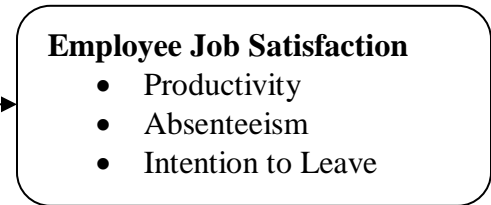


Figure 1: Conceptual Framework

Source: Author (2018)

The conceptual framework for this study comprises of the independent variable as path-goal leadership styles. The dependent variable is job satisfaction amongst employees and the moderating variable is environmental contingency factors. The conceptual framework is shown in Figure 1.

Empirical Literature

Organizations require formulating work environment where employees have team work and cohesiveness in the work place. This will enhance job satisfaction and organizational productivity (Qureshi & Sajjad, 2015). Supportive leadership provides a friendly work environment, attends to the general well-being of employees (Northouse, 2013). Both physical and psychological needs of the employees are put into consideration which results into a satisfying work environment. The elements of supportive leadership style discussed in this section are; employee support, social cohesion, employee rewards and employee engagement.

Employee Support

Supportive leadership is highly recommended when the tasks assigned to employees are highly stressful or frustrating. Research proves that when an employee perceives he is supported by other employees and management, they perform better (Rahman *et al.*, 2015). This has been seen to reflect in organizational profitability (Bhatia, 2013). This kind of leadership has been recommended in circumstances where formal authority in an organization is not strong and the work group is not very supportive or inspiring (Lussier & Achua, 2010).

Naqvi (2011) correlated supportive leadership and a learning culture in organizations. In the current times managers find it challenging to motivate employees. Through processes that mentally empower the employees, they feel they are operating with greater space and autonomy. The employee develops a sense of self drive. Naqvi suggested that as individual employees grew more psychologically empowered, the resulting autonomy made them generate greater commitment to the organization offering the organization better outcomes. Moderating variables identified by this study were organizational learning culture and supportive leadership. These influenced employee psychological empowerment and commitment to the organization (Phanuef, 2013).

Social Cohesion

According to Shafritz (2010), when the leaders and subordinates relate well, job satisfaction is enhanced. It is not an expensive venture to create a social environment in the work place that is conducive for friendliness which is seen to improve performance of individual employees and organization at large (Onimole, 2015). The leaders need to embrace values and ideals that are facilitative of such an environment. They should lead from the front (Jit, 2013). Sinek (2014), reasons that the leader should spend more time with employees regard them highly let them enjoy their work and most importantly, place them first.

There are many things for an organization to gain from a friendly work environment. The employees share the values of the organizations with greater ease (Jit, 2013). Onimole (2015) states that a friendly work environment has its down turn too. There is no certainty on loyalties; a lot of time could be wasted. However, evidence shows that these could be managed and the gains an organization gets from friendly environments negates the poor consequences completely. Employees are more publically recognized which raises their motivation to perform. Jogulu (2016) stated that managers should have individualized understanding of employees knowing their goals and desires, their anxieties and concerns. The leaders should be keen to listen to their employees and provide feedback promptly.

Newton and Maierhofer (2015) investigated how supportive leadership related to well-being of employees and how congruence is valued in the team. Leadership theories support the position that improves leader follower relationship. Those employees under supportive leadership feel their well-being is greatly taken care of. Ulutas (2018) studied on how empowerment influenced job satisfaction. The study was in a multinational company operating in Mexico and Spain. The study had a sample of five hundred and fifty-seven employees organized in work groups. The more ambiguous the roles at work are the lower the satisfaction an employee reports from the work.

Employee Rewards

Leaders in organization should be aware that rewards, however small go a long way in motivating performance amongst employees. Employees under supportive leadership perceive their organizations more positively (Zhu *et al.*, 2012). The leadership exhibits some critical values such as communication, shared values and vision, support for higher performance, role modeling in the right way, and team work amongst employees (Malik, 2013). The approach enables employees to have fresh perspective to issues allowing innovation to address organizational challenges. There is justice, equity and fairness in such organizations (Vigoda-Gadot & Talmud, 2013).

Lenka (2012) studied employee motivation at work amongst secondary school teachers in India. When the school headship was supportive, teacher's performance was positive. There is a positive correlation between supportive leadership and job satisfaction. Where tasks were structured, teachers expressed greater satisfaction with their jobs. Satisfied employees will uptake behaviors that promote the good of the organization.

Mahesh and Manisha (2015) investigated the patterns of relationships where supportive leadership is used and job satisfaction of police in India. This study had a sample of 203 civil police employees out of which fifty nine were female. The study established that experience, salary and psychological well-being were differently associated among female and male officers. Male participants reported job satisfaction out of supportive leadership but not so with female. Psychological distress impacted poorly on job satisfaction.

Sharma, S. and Sharma, A. (2015) studied the relationship between organization culture, leadership styles and job satisfaction in the Ghanaian private service sector. The study hypothesized that rewards played a critical role in enhancing employee satisfaction. The study also sought to establish how job satisfaction impacted employee loyalty to the organization. The study showed that employee's satisfaction at work was influenced by the organizations reward systems. Job satisfaction resulted to improved loyalty of employees to the organization. Rajesh (2017) examined the association of intrinsic and extrinsic rewards on job satisfaction among call center employees in Pakistan. Two hundred and ten call center employees were involved in the study. The study concluded that extrinsic rewards are more important than intrinsic rewards in influencing job satisfaction.

Employee Engagement

Supportive leadership influences how an employee perceives their job (Macey & Shneider, 2014). When leaders are seen to be fair and acknowledge good performance, the employees are more enthusiastic at the work place. This relates to the employees commitment and competence. Employees develop confidence in their leaders which enhances their work devotion. Supportive leaders recognize individual interests of employees and help them reconcile that with the objectives of the organization (Monyazi, 2015). The employees eventually connect with shared vision of the organization which makes them see their contribution to it more meaningful. Employees develop a greater sense of self-esteem and high self-concept. Research shows that supportive leadership is facilitative of employee attachment to their jobs (Smit, 2016).

For commercial banks to retain the employees, they need to ensure that employee organizational commitment is cultivated through psychological empowerment and organizational commitment to the existing employees. The supportive leadership in commercial banks should cultivate job satisfaction of employees through provision of rewards. The leader will share the vision of the organization with his employees in ways that will ensure they embrace it. Through acknowledgement of good performance amongst employees the organization's leadership creates an environment where employees will enthusiastically participate in organizations progress (Ogbonna & Harris, 2016).

Dawson (2014) studied supportive leadership in the medical sector focusing on nurses. The study investigated leadership, supervisory support, and leader's intervention on nurse's performance. The study wanted to establish how perception of nurses on supervisory support provided by their leaders influenced their motivation at work determined the current culture of supportive nursing leadership, perceptions of supervisory. The nurses reported that when they feel valued, offered opportunities for professional development, and treated warmly, their motivation at work improved (Robbins, 2014). To ensure job satisfaction among the organization employees,

supportive leadership of commercial banks should foster a friendly environment through treating them with respect, and supporting them in the working situations.

2.0 RESEARCH METHODOLOGY

Positivism was the research philosophy adopted to guide this study. Positivism is used to support the testing of hypotheses and this is the key reason the philosophy was preferred. The population of the study consisted of 15,030 employees. A sample size of 386 was drawn using stratified random sampling. Data was collected using self-administered questionnaires. The data was then analyzed using descriptive statistics of frequency and percentage distribution, mean, and standard deviation. Additionally, inferential data analysis methods were used. These include: factor analysis, Pearson's correlation, ANOVA, and multiple linear regression that were used to test the hypotheses.

4.0 ANALYSIS AND FINDINGS

4.1 Demographic Information

The demographic information of the respondents analyzed included gender of respondents, length of service and level of education.

4.1.1 Gender

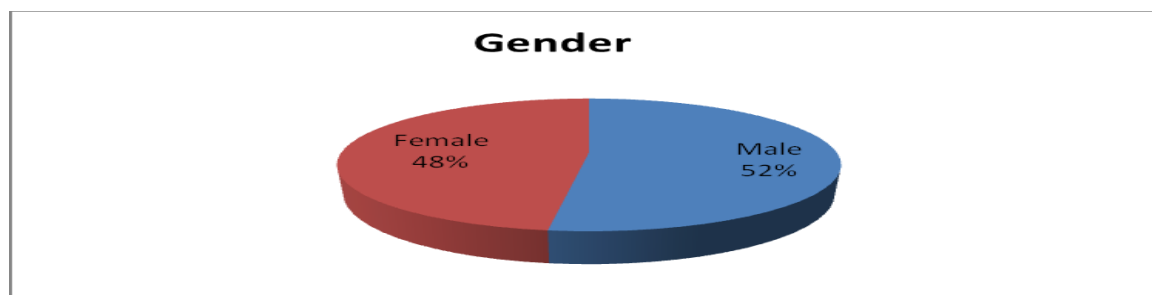


Figure 2: Gender of Respondents

The study sought to determine the gender representation of middle level managers in commercial banks in Kenya. As presented in Figure 2, the results show that the majority (52%) of the respondents were male while the rest, 48% were female. This is an indication that commercial banks in Kenya have more male employees than the females.

4.2 Influence of Supportive Leadership Style on Employee Job Satisfaction

The research question of the study was to examine how supportive leadership style influences employee job satisfaction in commercial banks in Kenya. The study sought information on employee support, social cohesion and employee rewards, which were used as measures for supportive leadership style. The study conducted analysis whereby factor scores were generated and used as input into correlation and multiple linear regression analysis. In this section the study presents results for factor analysis, descriptive analysis, correlation analysis and regression analysis.

4.2.1 Factor Analysis for Supportive Leadership Style

Factor analysis is the statistical technique that shows the weight of the possible effects of unobserved variables. Factor analysis was conducted prior to the analysis of the results to describe variability among the variables and check for any correlated variables with the purpose of reducing data that was found redundant. Factor analysis was tested in all the variables in the study. Through factor analysis, the adequacy of the sample used was determined. The analysis was conducted upon the items of supportive leadership style to check for any correlated parameters with the aim of reducing redundant data. Factor analysis was conducted on the six constructs for supportive leadership style. The study results showed that Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value associated with supportive leadership style was 0.753, while for Bartlett's test, the value was $\chi^2(15, N = 370) = 438.309, p < .05$. The findings implied that the sampling for supportive leadership style was adequate as given by the KMO measure of sampling adequacy value which was greater than 0.6. Table 1 shows the results.

Table 1: KMO Bartlett's Test for Supportive Leadership Style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	438.309
	df	15
	Sig.	.000

Table 2 shows the Eigenvalues associated with each linear component (factor) of supportive leadership style before extraction, after extraction, and after rotation. Before extraction, the factor analysis identified six linear components within the data set as they represent the parameters that measure supportive leadership style.

Table 2: Total Variance Explained for Supportive Leadership Style

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.579	42.989	42.989	2.579	42.989	42.989	2.264
2	1.088	18.141	61.129	1.088	18.141	61.129	1.990
3	.770	12.839	73.968				
4	.577	9.614	83.582				
5	.537	8.957	92.540				
6	.448	7.460	100.00				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

The Eigenvalues associated with each factor represent the variance explained by that particular linear component and it is denoted as percentage of variance explained. The study results show that out of six factors, two factors were extracted with the cumulative percentage of variance of 61.129% in the study data set with the first factor accounting for 42.989% variance in the study data. Factor analysis extracts all factors with Eigenvalues greater than or equal to 1.0. This means that the cumulative variability explained by the extracted factors was 61.129%.

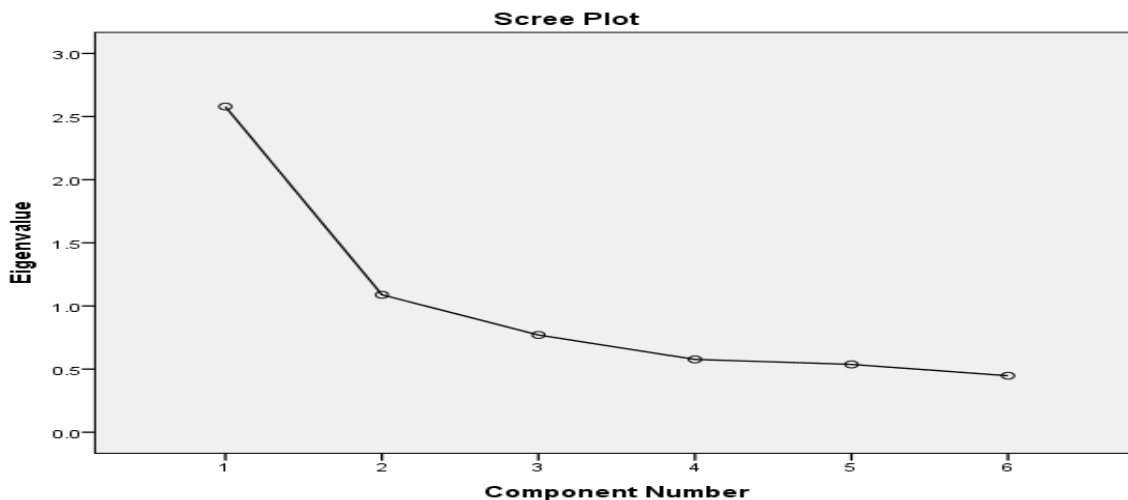


Figure 3: Scree plot for supportive leadership style

The Scree Plot in Figure 3 indicates the Eigenvalues and variable components which are used to determine the retained factors during the process of analysis. In the Scree Plot, the point of consideration is where the graph begins to flatten. In this graph, the curve flattens between component 2 and 3. The implication is that only factor 1 was retained since it was greater than 1.

From the results of Table 3, the three components of the variable were indicated in the component matrix. They highly contributed to the variability of supportive leadership style. As shown by the results the component extracted ranged from 0.628 - 0.718. The high values implied that all the six factors were extracted to determine supportive leadership style of employees in commercial banks. The deduction is that supportive leadership style in terms of the managers giving support, building cohesion and providing rewards is significant in employee job satisfaction.

Table 3: Component Matrix for Supportive Leadership Style

Constructs of Supportive Leadership Style	Component 1
My team leader/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	.718
My team leader/supervisor maintains a friendly working relationship with me	.628
My team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	.680
My productivity on the job has improved because my team leaders/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	.680
I am rarely absent from work because my team leader/supervisor maintains a friendly working relationship with me	.723
I do not intend to leave the organization because my team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	.710

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

4.2.2 Descriptive Statistics for Supportive Leadership Style

Descriptive statistical analysis conducted by the study included frequency distribution, mean and standard deviation.

4.2.2.1 Frequency Distribution Results

The frequency distribution of the influence of supportive leadership style on job satisfaction were analyzed and presented in this section. On a scale of 0-4, the respondents were asked to provide their opinions with regard to the influence of supportive leadership style on employee job satisfaction. The results in Table 4 show that 27% of the respondents stated that the team leader/supervisor often helps to overcome problems that can prevent them from carrying out duties and tasks. In addition, 36% of the respondents stated that the team leader/supervisor often maintains a friendly working relationship with the team members while 35% of the respondents argued that the team leader/supervisor always gives encouragement and rewards for the duties and tasks that they have done well. On whether supportive leadership style influences the job satisfaction, 38% of the respondents stated that their productivity on the job had improved because the team leaders/supervisor always helped to overcome problems that can prevent them from carrying out duties and tasks. In addition, 41% of the respondents were rarely absent from work because the team leader/supervisor often maintains a friendly working relationship with the team members. In addition, 28% of the respondents do not intend to leave the organization because the team leader/supervisor always gives encouragement and rewards for the duties and tasks that they have done well.

Table 4: Frequency distribution for supportive leadership

		0	1	2	3	4
		Not at all	Rarely	Sometimes	Often	Always
Supportive Leadership						
My team leader/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	f	30	78	90	100	72
	%	8.1%	21.1%	24.3%	27.0%	19.5%
My team leader/supervisor maintains a friendly working relationship with the team members	f	4	54	102	134	66
	%	1.1%	14.6%	30.3%	36.2%	17.8%
My team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	f	8	56	80	96	130
	%	2.2%	15.1%	21.6%	25.9%	35.1%
Influence of Supportive Leadership on Employee Job Satisfaction						
My productivity on the job has improved because my team leaders/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	f	6	42	70	112	140
	%	1.6%	11.4%	18.9%	30.3%	37.8%
I am rarely absent from work because my team leader/supervisor maintains a friendly working relationship with the team members	f	6	48	114	150	52
	%	1.6%	13.0%	30.8%	40.5%	14.1%
I do not intend to leave the organization because my team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	f	24	72	78	90	104
	%	6.5%	19.6%	21.2%	24.5%	28.3%

4.1.1.1 Mean and Standard Deviation for Supportive Leadership Style

The aim of the study was to establish how the supportive leadership style influences employee job satisfaction among middle level managers in the banking industry in Kenya. Means and standard deviations were used to provide objective measures of comparison of the data. The Likert scale ranging from 1 – 5 where 1 = strongly disagree to 5 = strongly agree was used in the questionnaire. The respondents were required to respond to statements by indicating their opinions. The study results are presented in Table 5.

The results demonstrate that on average, the supervisor maintains a friendly working relationship with the team members ($M = 2.55$, $SD = .983$). It was found that employees are rarely absent from work because the supervisor maintains a friendly working relationship with the team members ($M = 2.52$, $SD = 0.944$).

Table 5: Mean and Standard Deviation for Supportive Leadership Style

Supportive Leadership	N	M	SD
My team leader/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	370	2.29	1.229
My team leader/supervisor maintains a friendly working relationship with the team members	370	2.55	.983
My team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	370	2.77	1.149
Influence of Supportive Leadership on Employee Job Satisfaction			
My productivity on the job has improved because my team leaders/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	370	2.91	1.080
I am rarely absent from work because my team leader/supervisor maintains a friendly working relationship with the team members	370	2.52	.944
I do not intend to leave the organization because my team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	368	2.48	1.267

4.2.3 Correlation between Supportive Leadership Influence on Employee Job Satisfaction

Correlation refers to a quantitative estimation of the oscillation of two variables with each other. The increase or decrease of two variables in parallel leads to a positive correlation. However, in case one variable increases and the other decreases, then the correlation is negative. In this study, correlation analysis was undertaken to measure the strength of the linear association between the independent and dependent variables. Usually, the Pearson Correlation Coefficient, r values range from +1 to -1, that is coefficient r may portray either a positive or negative relationship.

Table 6 presents the correlation coefficients between study variables. The results show a positive and significant correlation coefficient between supportive leadership style and employee job satisfaction $r(370) = 0.816, p < .05$.

Table 6: Correlation Analysis for Supportive Leadership Style

Correlations				
Supportive Leadership Satisfaction	Leadership and Job	Supportive Leadership Style	Employee Satisfaction	Job
Supportive Leadership Style	Pearson Correlation	1	.816**	
	Sig. (2-tailed)		.000	
	N	370	370	
Employee Job Satisfaction	Pearson Correlation	.816**	1	
	Sig. (2-tailed)	.000		
	N	370	370	

* Correlation is significant at the 0.05 level (2-tailed).

4.2.4 Chi-Square Test on Supportive Leadership Influence and Employee Job Satisfaction

Chi-square test is a statistical method for testing association between categorical variables. Chi-square test was used to examine the strength of the association between supportive leadership style and job satisfaction of employees working with commercial banks. The results in Table 7 demonstrated that there was a strong association between supportive leadership style and employee job satisfaction, $X^2(16, N=370) = 49.086, p < .05$.

Table 7: Chi-square Test for Supportive Leadership Style

	Supportive Leadership Style
Pearson Chi-Square	49.086
Df	16
Sig. (2-tailed)	.000

* Correlation is significant at the 0.05 level (2-tailed)

4.2.5 One-Way ANOVA on Supportive Leadership Style

The one-way analysis of variance is important in order to make a comparison of the difference of the means of two groups. A one-way ANOVA test was conducted to assess if there was significant difference between the mean for employee job satisfaction with the demographic variables of position, work experience, and highest level of education of the middle level managers. This was a means to determine if there was significant variability in the rating between groups and within groups. The results showed significant differences between the mean for supportive leadership style and employee job satisfaction across the middle level managers' period of service in organization, $F(20, 349) = 1.436, p > 0.05$, gender $F(20, 349) = 2.151, p < 0.05$ and highest level of education, $F(20, 349) = 3.298, p < 0.05$. Table 4.8 shows the study results

Table 8: Analysis of Variance for Supportive Leadership Style

Test Parameter		Sum of Squares	Df	Mean Square	F	Sig.
Employee Job Satisfaction and Work Experience of Middle Level Managers						
Period of service in organization	Between groups	24.125	20	1.206	1.436	.102
	Within groups	293.173	349	.840		
	Total	317.297	369			
Employee Job Satisfaction and Gender of Middle Level Managers						
Gender	Between groups	10.128	20	.506	2.151	.003
	Within groups	82.153	349	.235		
	Total	92.281	369			
Employee Job Satisfaction and Level of Education of Middle Level Managers						
Level of Education	Between groups	5.997	20	.300	3.298	.000
	Within groups	31.733	349	.091		
	Total	37.730	369			

* Correlation is significant at the 0.05 level (2-tailed)

4.2.6 Regression Analysis and Hypothesis Testing

Regression analysis is a statistical method conducted to establish the existing relationship among or between variables in the study. Regression analysis was carried out with an aim of testing the relationship between the supportive leadership style and employee job satisfaction. The regression model helps to show whether the independent variable (predictor variable) causes significant changes in the dependent variable. The model also shows the magnitude and direction of the relationship between the parameters of the study. Several assumptions are made by multiple linear regressions.

4.2.6.1 Assumptions for Regression Analysis

Through multiple linear regression analysis, the assessment of any possible existence of outliers is conducted. Prior to conducting the regression analysis and testing the hypothesis for supportive leadership style and employee job satisfaction, assumption for regression analysis was examined. In this case, the tests conducted included: linearity test, autocorrelation test, multicollinearity test, homoscedasticity test and normality test.

4.2.6.1.1 Testing for Linearity

To establish the linearity of the relationship between supportive leadership style and employee job satisfaction, linearity test was conducted. Linearity is the relationship between variables where the value of the dependent variable is a straight-line function of the independent variable. From the results of the study, it is well shown that the deviation from linearity was insignificant given a p -value of .160, which was greater than the standard p -value of 0.05 or less. The findings of the results show that there was a linear relationship between supportive leadership style and employee job satisfaction at the commercial banks in Kenya. The results of linearity test are shown in Table 9.

Table 9: Linearity Test for Supportive Leadership Style

Supportive Leadership and Employee Job Satisfaction				Sum of Squares	Df	Mean Square	F	Sig.
		(Combined)		108.843	46	2.366	9.207	0.000
Employee job satisfaction Supportive leadership	Between Groups	Linearity	from	94.317	1	94.317	366.638	0.000
		Deviation		14.526	45	0.323	1.256	0.160
		Linearity						
	Within Groups			35.5	138	0.257		
	Total			144.343	368			

$P \leq 0.05$

4.2.6.1.2 Testing for Autocorrelation

The autocorrelation test through Durbin-Watson test was conducted to verify the possibility of the correlation of the error terms with each other. The intention was to ensure that possible biases arising from respondent's related apathy in answering the questions had no effect on the results. The values of Durbin-Watson test ranges from 0 to 4, with values close to 10 indicating a strong positive autocorrelation. Durbin-Watson test that are close to 2 indicate no first-order

autocorrelation. In this study, the Durbin-Watson test had a value of 1.938, which was close to 2. This implied that there was no first order autocorrelation in the residuals. The results are shown in Table 10.

Table 10: Autocorrelation Test for Supportive Leadership Style

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.777 ^a	.603	.601	
2	.793 ^b	.629	.625	1.938

4.6.2.1.3 Test for Multicollinearity

Multicollinearity was performed on the data by examining VIF (Variance Inflation Factor) and assessing the tolerance (1/VIF). Independent variables are considered collinear if the value of VIF exceeds 3 (Schwarz, Schwarz & Black, 2014). Table 11 presents VIF values were 1.031 implying that multicollinearity is not a problem in the data.

Table 11: Multicollinearity Test for Supportive Leadership Style

Model	Collinearity Statistics	
	Tolerance	VIF
Supportive leadership	.970	1.031
SLXECF	.970	1.031

4.6.2.1.4 Testing for Homoscedasticity

Heteroscedasticity occurs when the variance of the errors varies across observations resulting in unbiased OLS estimator and therefore becomes inefficient (Long & Ervin, 2000). The study used Breusch-Pagan and Koenker test to estimate heteroscedasticity. Breusch-Pagan and Koenker tests the null hypothesis that the variances of the error terms are constant. The test rejects the null hypothesis when the significant value is less than 5% (Daryanto, 2013). Table 12 displays the results of Breusch-Pagan and Koenker test. The results present significant values more than 0.05 indicating that heteroscedasticity was not a problem.

Table 12: Homoscedasticity Test for Supportive Leadership Style

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.087	4	.513	.283	.763
	Residual	20.334	1	.533	.247	.983
	Total	68.421	5			

Null hypothesis: heteroskedasticity not present (homoskedasticity) if sig-value less than 0.05, reject the null hypothesis

4.6.2.1.5 Testing for Normality

To check the normality of the data set for supportive leadership style and employee job satisfaction, descriptive values such as skewness and kurtosis were generated. The scores

revealed the presence of both positive and negative skewness, even though there was no case of excessive skewness in the data, since the values were within the range of -2 to +2. The values for kurtosis were within the range of -7 to +7, and therefore did not portray excessive kurtosis. Thus, based on the results in Table 13, assumption of normality-distributed data was not strictly violated in the study.

Table 13: Normality Test for Supportive Leadership Style

Supportive Leadership	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
My team leader/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	-0.190	.179	-0.980	.355
My team leader/supervisor maintains a friendly working relationship with the team members	-0.214	.179	-0.677	.355
My team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	-0.490	.179	-0.886	.355
Influence of Supportive Leadership on Employee Job Satisfaction				
My productivity on the job has improved because my team leaders/supervisor helps me to overcome problems that can prevent me from carrying out my duties and tasks	-0.690	.179	-0.492	.355
I am rarely absent from work because my team leader/supervisor maintains a friendly working relationship with the team members	-0.325	.179	-0.348	.355
I do not intend to leave the organization because my team leader/supervisor gives encouragement and rewards for the duties and tasks that I have done well	-0.321	.179	-0.055	.356

4.2.6.2 Regression Analysis and Hypothesis Testing

Multiple linear regression analysis is conducted to examine whether one or more independent/predictor variables cause changes in the dependent variable. A multiple regression analysis was conducted to demonstrate the relationship between the independent variable (directive leadership style) and the dependent variable (employee job satisfaction). Based on a multiple linear regression model, the study sought to determine the influence of directive

leadership style on employee job satisfaction among the middle level managers in Kenyan commercial banks. Therefore, the hypothesis tested was:

H₀₁: Supportive leadership style has no significant influence on employee job satisfaction among middle level managers in commercial banks in Kenya.

4.2.6.2.1 Regression Model Summary

The results from regression model summary explain the variations in dependent variable as a result of independent variable. The results in Table 14 show that supportive leadership style caused a variation of about sixty percent (60.3%) in employee job satisfaction among the middle level managers of commercial banks in Kenya, $R^2 = .603$. This means that when supportive leadership style is applied in commercial banks in Kenya, 60.3% variations in employee job satisfaction among the middle level managers in commercial banks in Kenya could be established.

Table 14: Regression Model Summary for Supportive Leadership Style

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Change	Square Change	F	df1	df2	Sig. Change
1	.777 ^a	.603	.601	.58218649	.603	278.269	1	366	.000	
2	.793 ^b	.629	.625	.56463281	.026	12.555	1	364	.001	

4.2.6.2.2 Regression of ANOVA

The study results in Table 15 indicate that the relationship between supportive leadership style and employee job satisfaction among middle level managers in commercial banks was significant, $F(1, 366) = 278.269$, $p < .05$. These findings implied that the overall model was significant in associating supportive leadership style and employee job satisfaction among the managers of commercial banks. The findings also demonstrated that supportive leadership style was a good predictor of employee job satisfaction among the middle level managers in the commercial banks in Kenya. The study hence concluded that the model was significant in explaining the relationship between the independent variable (supportive leadership style) and the dependent variable (employee job satisfaction). Considering the significance of the F -statistic, the null hypothesis, supportive leadership style has no significant influence on employee job satisfaction among middle level managers of Kenyan commercial banks, was rejected.

Table 15: ANOVA Test for Supportive Leadership Style

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	94.317	1	94.317	278.269	.000 ^b
	Residual	62.026	366	.339		
	Total	156.343	368			

4.2.6.2.3 Regression Coefficients

Regression coefficient refers to the slope as indicated by the linear relationship between the independent and the dependent variables. Multiple linear regression was conducted to examine the magnitude and direction of the relationship between supportive leadership and employee job satisfaction. The study findings confirmed that supportive leadership style significantly predicted employee job satisfaction among middle level managers in the commercial banks in Kenya, $\beta = .716$, $t(370) = 16.681$, $p < .05$. This implied that a unit change in supportive leadership style would lead to an increase in employee job satisfaction among the middle level managers in the banking industry by 0.716 units. As a result, the study concluded that supportive leadership style significantly predicts employee job satisfaction among middle level managers in the commercial banks in Kenya. Table 16 presents the study results.

Table 16: Regression Coefficients for Supportive Leadership Style

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.094	.043		2.198	.029
	Supportive leadership	.716	.043	.777	16.681	.000
2	(Constant)	.082	.037		2.232	.027
	Supportive leadership	.690	.042	.748	16.323	.000
	SLXECF	.145	.041	.162	3.543	.001

a. Dependent Variable: Employee job satisfaction

4.2.6.3 Conclusion of Regression Analysis and Hypothesis Testing

The study results from the multiple linear regression analysis confirmed that supportive leadership style positively and significantly predicted employee job satisfaction among middle level managers in the Kenyan commercial banks, $R^2 = .603$, $F(1, 366) = 278.269$, $p < .05$; $\beta = .716$, $p < .05$. This meant that 60.3% of the proportion in employee job satisfaction among the middle level managers was explained by supportive leadership style. The regression model was also found to be statistically significant in predicting the relationship between supportive leadership style and employee job satisfaction. The regression coefficient showed that every unit change in supportive leadership style caused .716 units change in employee job satisfaction. In testing for the significance of the estimates the p -value of the regression coefficient (β) was $p < .05$. As a result, the study rejected the null hypothesis; supportive leadership style has no significant influence on employee job satisfaction. This led to the conclusion that supportive leadership style significantly influences employee job satisfaction among middle level managers in the Kenyan banking sector.

Based on the findings of the study, the model equation for character dimension was:

$$Y = \beta_0 + \beta_i X_i + \epsilon_i$$

$$Y = .094 + .716 \text{ Supportive leadership style} + .043$$

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

Discussion of the Findings

The study sought to establish the influence of supportive leadership style on job satisfaction among middle level managers in commercial banks in Kenya. From the findings, correlation analysis showed that supportive leadership style had a strong positive and significant relationship with employee job satisfaction, $r(370) = 0.816, p < .05$. The findings support Lamb (2013) description of supportive leadership as one that focuses on developing positive relationships in order to improve employee job satisfaction. In addition, supportive leaders cultivate idea working environment and emotional support of employees. The study results showed that there was a positive significant correlation coefficient between employee job satisfaction and team leader/supervisor helping them to overcome problems that can prevent them from carrying out duties and tasks $r(370) = 0.651, p < .05$. Khung and Dang (2015) research indicates that supportive leadership has two critical attributes; a supportive behavior to the employee work responsibilities and building a relationship with the employee themselves. Supporting the employee to the task is meant to build the employee confidence in doing their assigned duties.

There was a positive and significant correlation between employee job satisfaction and team leader/supervisor maintaining a friendly working relationship with the team members ($r=0.509, p<.05$). Supportive leadership style is characterized by a leader who is friendly, approachable and treats employees as equals. Supportive leaders care about the cohesion of employees in the workplace and go out of their way to make the work more enjoyable for them (Lamb, 2013). The correlation coefficient between team leader/supervisor giving encouragement and rewards for the duties and tasks that they have done well and employee job satisfaction was positive and significant ($r=0.578, p<.05$). Supportive leader puts emphasis wholesome needs of the employee are addressed. The employee growth needs are also considered (Malik, Aziz & Hassan, 2014).

Basing on the findings from the Chi-Square test of association, there existed a strong association between supportive leadership style and employee job satisfaction among middle level managers in commercial banks in Kenya, $X^2(16, N=370) = 49.086, p<.05$. The finding is in harmony with Jogulu (2016) argument that supportive leaders are responsive to the needs of employees and create an environment facilitative of innovation, friendly and which celebrates achievements. Lamb (2013) further argued that the supportive leadership increase the employee's awareness of their capacity and makes them proactive at work. This implies that managers who support their employees enhance the level of job satisfaction.

Conclusion

The study sought to establish and measure the influence of supportive leadership style on employee job satisfaction among middle level managers in commercial banks in Kenya. The results from multiple linear regression analysis established that supportive leadership style positively and significantly predicted employee job satisfaction among middle level managers at commercial banks in Kenya. Due to the results, the study rejected the null hypothesis that supportive leadership style has no significant influence on employee job satisfaction. This led to the conclusion that supportive leadership style significantly influences employee job satisfaction among middle level managers in the Kenyan banking sector.

Recommendations

The study established that there was a significant influence of supportive leadership style on job satisfaction of middle level managers in commercial banks in Kenya. This implies that developing positive relationships between the employer and employees in order to improve job satisfaction is crucial for a commercial bank. Supervisors should help employees overcome problems that prevent them from carrying out their duties.

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