AUTHENTIC LEADERSHIP, MOTIVATION AND PERFORMANCE OF EMPLOYEES OF COMMERCIAL BANKS IN KENYA

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A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP DEVELOPMENT

PAN AFRICA CHRISTIAN UNIVERSITY

MAY, 2023

Declaration

I declare that this dissertation is my original work and has not been presented to any other University/College for academic credit.

Signed: ______________________________ Date: ___________

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This dissertation has been submitted for examination with our approval as the appointed Supervisors.

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Table of Contents

Dedication

I dedicate this work to my wife Agnes and children Joy, Mercy, Victor and Timothy, who have greatly supported me during my studies.

Acknowledgement

I acknowledge the Almighty God for strength, courage and health to carry out this research. I am grateful to my course instructors, specifically Dr. Oduol and Dr. Kilika, for the intellectual advice and encouragement they accorded me. Special thanks go to my family members for allowing me to study when they needed me most. I thank the administration and leadership of PAC University for their invaluable contribution to my studies. Further, I thank my colleagues in this program for their support, company and encouragement. I appreciate my supervisors Dr. Ndambuki and Dr. Mulinge who ably guided me through the entire dissertation-writing journey.

Abstract

The purpose of this study was to establish the effect of authentic leadership (AL) and motivation on the performance of employees (PE) of commercial banks (CBs) in Kenya. The study established the effect of self-awareness on the PE of commercial banks in Kenya. It established the effect of relational transparency on the PE of commercial banks in Kenya. It found out the effect of balanced processing on the PE of commercial banks in Kenya. The study investigated the effect of internalized moral perspective on the PE of commercial banks in Kenya. It established the moderating effect of motivation on AL and PE of commercial banks in Kenya. The literature review included the antecedents of AL and its four components as the independent variable. The literature also discussed motivation and its components as the moderating factor. The discussion on PE as the dependent variable focused on five performance indicators. The literature review included four theories underpinning the study. Empirical literature considered earlier studies and how they relate to the current study. The study adopted a cross-sectional descriptive research design and a positivist research philosophy. The target population comprised 31,605 employees of 38 CBs in Kenya. The sample size of 395 respondents was identified using proportionate stratified sampling. Reliability and validity of the instrument was tested using Cronbach alpha. Primary data was collected using a structured questionnaire. The 40 respondents who participated in the pilot survey were not included in the actual study. Data was analyzed by the help of Statistical Package for Social Sciences (SPSS) version 28.0.0.0. The findings showed that AL has a statistically significant effect on the PE of commercial banks in Kenya. Motivation also has a statistically significant effect on the relationship between AL and PE of commercial banks in Kenya. These results will help CBs in Kenya to evaluate their AL practices to improve PE. The findings are generalizable to other contexts. The study suggested several recommendations, identified knowledge gaps and highlighted areas of further research to enrich extant literature and add to the body of knowledge in AL studies.

List of Tables

List of Figures

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Abbreviations and Acronyms

AL	Authentic Leadership
BFIU	Banking Fraud Investigation Unit
BP	Balanced Processing
CBK	Central Bank of Kenya
CBs	Commercial Banks
EACC	Ethics and Anti-Corruption Commission
EP	Performance of Employees
EQ	Emotional Intelligence
HR	Human Resources
IMP	Internalized Moral Perspective
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
OCB	Organizational Citizenship Behaviour
PACU	Pan Africa Christian University
PE	Performance of Employees
RT	Relational Transparency
SA	Self-Awareness
SPSS	Statistical Package for Social Sciences
WCI	Weighted Composite Index

Definition of Terms

Performance of employees: Performance of employees refers to work productivity, quality and efficiency at the task level. It is indicated by how employees behave at the workplace and how they perform duties assigned to them as performance targets. Individual performance of employees translates into value to customers, minimizes waste and operates efficiently (Donohoe, 2019).

Authentic Leadership: It is a leader behaviour pattern of being honest to oneself, having high moral and ethical values and acting consistently with those values to promote greater self-awareness, internalized moral perspective, balanced processing and relational transparency in leader-follower interactions (Kim, 2018).

Motivation*:* Is a psychological force that determines the direction of an individual's behaviour in the organisation, his level of effort and of persistence (Hitka et al., 2018). It is about how well engaged in the organization and how comfortable with their tasks employees are, that gives them the energy and the enthusiasm to work and innovate (Onochie, 2021).

Commercial Banks*:* A commercial bank is a financial institution that receives deposits, offers cheque-clearing services, makes credit for loans and offers basic financial products like certificates of deposit as well as savings accounts to individuals and small businesses (Kagan, 2021).

Chapter One

Introduction

This chapter presents the background of the study, statement of the problem, objectives, hypotheses, significance, assumptions, limitations as well as delimitations. The background includes variables of the study and their indicators as well as context of the study. Statement of the problem clarifies the research gap that this study attempted to fill. The five objectives of the study are based on the five independent variables and they explain the purpose of the study. The five hypotheses relate to the five study objectives. The significance of the study shows the people or organizations that will benefit from the study and the ways in which they will benefit. Assumptions of the study considered true the population, the research instrument, the statistical test and the research design. The study limitation shows factors that could affect the results, but are beyond the control of the researcher. On the other hand, delimitations are factors within the researcher's control and define the boundaries of the study, which include objectives, variables, population and research design.

Background of the Study

Authentic leadership (AL) is one of the areas of leadership research that is still in the formative phase of development (Northouse, 2019). It is considered one of the most important topics in the leadership field, particularly in relation to performance of employees (Semedo et al., 2018). Creating a suitable environment for employees to perform to their optimum is a great concern for commercial banks leaders (Esmaeili & Saeidzadeh, 2017). This concern arises from the awareness of the important role PE plays in determining organizational performance (Shilaho, 2019). In order to achieve the desired PE, an effective leadership model is required. Lack of effective leadership leads to poor PE, which in turn results in poor performance of organizations (Kiersch & Byrne, 2015). Authentic leadership, which is viewed as stemming from positive psychology, contributes to performance of organizations by its influence on PE, even in the face of turbulent and challenging business environment (Koech &

Namusonge, 2012). Leader-employee relationship and PE is supported by the Social Exchange Theory (Blau, 2017). Authentic leadership has a positive effect on social exchange, leading to improved PE and overall organizational performance (Gill & Caza, 2018). Authentic leadership is one of the effective leadership approaches that address ethical challenges found in the work environment (Nasab & Afshari, 2019). The theory that emphasizes the importance of leaders being true to themselves (Leroy et al., 2012). It advocates for authenticity as the primary factor in effective leadership and for leader behaviour that fosters self-awareness, relational transparency, balanced processing of information and internalized moral perspective (George, 2007). Thus, authentic leadership theory supports purpose-driven leaders, who are value-centred, relational, initiative and sympathetic (George, 2003). Authentic leaders' behaviour involves actions that are consistent with their words, values and beliefs, where they contribute to transparent relationships with the followers and promote organizational climate (Khan et al., 2019). Therefore, the effectiveness of the leadership model adopted by commercial banks (CBs) is a great concern for commercial banks management, because it determines performance of employees (PE). Performance of employees plays a pivotal role in commercial banking, which is a service industry that demands quality customer service (Rabbanee et al., 2015). It is supported by the Social Exchange Theory that was developed and promoted by Homans (1961), Emerson (1962) Blau (1964) and. Work place environment fosters leader-follower reciprocity relationship. This kind of relationship requires trust between parties, which is one of the values that authentic leadership enhances (Walumbwa et al., 2011). Social Exchange Theory emphasized the importance of developing relationships through trust, loyalty and mutual commitment. Thus, interactions between leaders and employees involve reciprocal interdependence in order to achieve high performance levels (Cropanzano & Mitchell, 2005). Studies show that AL has a positive effect on social exchange consequently leading to improved employee performance (Wang et al., 2014; Gill & Caza, 2018; Dietl & Reb, 2021).

Despite the increased attention on PE in the banking industry (Shilaho, 2019) and an indication that AL has a positive effect on PE, little information is available on the effect of AL on PE of commercial banking industry in Kenya. Therefore, the current study attempted to bridge the gap by exploring the effect of AL style on employee performance among commercial banks in Kenya. Further, the current study contributes to the existing literature on AL by expounding on the components of authentic leadership that include self-awareness (SA), relational transparency (RT), balanced processing (BP), and internalized moral perspective (IMP). It focuses on the antecedent role of AL in enhancing PE as well as motivation as the moderating factor in the relationship between AL and PE. Increased emphasis on the importance of AL has led to a growing number of studies in the same area (Sidani & Rowe, 2018; Pradhan & Jena, 2017; Sheng, 2014). However, few studies have been done to explore the critical role of AL in improving PE (Ribeiro et al., 2018). A study by Mira and Odeh (2019) investigated the mediating role of AL between employee training and employee performance in Jeddah Islamic Port of Kingdom of Saudi Arabia, but did not consider the antecedent role of AL. Several studies have investigated the relationship between AL and PE with little consideration on other factors that play a moderating role in the relationship. The current study showed the moderating role of motivation in the relationship between authentic leadership and performance of employees. The findings support previous studies (Levesque-Côté et al., 2020; Palalar Alkan & Aydoğdu, 2019), which established that AL has a positive effect on motivation. A few studies have stablished the relationship between motivation and PE (Mutimba & Kanyua, 2017; Otiende & Makokha, 2020; Mohamud et al., 2017). This study adds to the knowledge in the existing literature by considering the moderating role of motivation in authentic leadership-employee performance relationship. Hierarchy of Needs Theory was developed by Maslow (1943) and it supported the concept of motivation as a moderating variable. Since people are motivated by unfulfilled needs, which are organized in hierarchical order of importance, there is a tendency to fulfill basic needs before moving to other more advanced needs thus, physiological, safety, belongingness, esteem and self-actualization (Maslow, 1998). The current study established that authentic leadership significantly motivates employees toward high performance. The results are in line with the study by Palalar Alkan and Aydoğdu (2019) that showed a positive relation between authentic leadership and intrinsic motivation of employees. Thus, AL increases intrinsic motivation of employees as authentic leaders show self-awareness, relational transparency, balanced processing and internalized moral perspective behaviours in their daily leadership engagement. Motivation of employees is further underpinned by Path-Goal Theory developed and promoted by House (1971); Horner (1997) and Malakyan (2014). A leader needs to identify goals, which are valued by individual employees and create paths to those goals. The core task of a leader in Path-Goal Theory is to motivate employees by promoting suitable behaviours in them in order to achieve high performance. Therefore, the leader chooses a leadership style that meets the motivational needs of the employees. This study has established that there is a strong relationship between AL and motivation.

Further, the current study is one of the few studies that have considered together the four-component authentic leadership model, motivation and performance of employees in the context of commercial banks in Kenya. The study found out that there is a positive relationship between AL and PE, AL and motivation, as well as motivation and PE. Although, AL is still at development phase and a new area of leadership research (Farrukh & Ahsan, 2015), little attention has been focused on the effect of each component of AL on PE with motivation as the moderating variable. The current study has addressed this gap by empirically regressing each component against employee performance. The study also used multi-regression analysis model to establish the combined effect of the four components of AL on performance of employees.

Numerous studies have sought to establish leadership approaches that influence performance (Koech & Namusonge, 2012; Muchiri & Gachunga, 2018; Al Khajeh, 2018).

Besides authentic leadership, other known leadership styles include transformational, charismatic, servant and ethical leadership. Transformational leadership style has been widely studied and found to have some positive link to performance of employees (Ding et al., 2017; Yukl & Gardner, 2020). Charismatic leadership include self-regulation, self-presentation, drive for social power and self-actualization (Northouse, 2019). Servant leadership is others-oriented, cares and inspires performance of employees and growth (Tanno & Banner, 2018). The current study focuses only on authentic leadership type and its components, which include self-awareness, internalized moral perspective, balanced processing and relational transparency (Walumbwa et al., 2008). This study used these four behaviours of AL to explain the concept of authentic leadership and its effect on the performance of employees (Gardner et al., 2005; Kernis & Goldman, 2006; Rego et al., 2015; Walumbwa et al., 2008).

Authentic Leadership

Several empirical studies have been done on authentic leadership as a nascent research area (Mohammadpour et al., 2017; Northouse, 2019). The current study established that AL has a significant effect on the performance of employees working in Kenya's commercial banking industry. These findings support a study by Malik (2018) that investigated the effect of authentic leadership on the performance of employees in the banking sector of Hazara region, Pakistan. The findings showed a significant association between authentic leadership and the performance of employees of the banking sector. A study by Kuria et al. (2016) assessed the influence of leadership on employee performance in the health sector of Kenya. The study established that leadership has a significant effect on the PE of Kenya's health sector. However, the study did not consider the effect of authentic leadership on the performance of employees of health sector in Kenya. The current study established that there is a strong relationship between AL and performance of employees of commercial banks in Kenya. A study by Sang (2016) assessed the influence of AL on the job satisfaction of employees of state corporations in Kenya. The findings indicated that authentic leadership was low in state corporations. The study paid more attention on the employees of state corporations in Kenya and on one aspect of employees, that is, job satisfaction. The current study focused on employees of CBs and considered the effect of AL on their performance in a broader perspective encompassing productivity, quality of work output, efficiency and intention to leave.

Therefore, among the leadership styles studied, authentic leadership, which is widely associated with performance of employees, has received less scholarly attention, particularly in developing nations, such as Kenya (Sang, 2016). Previous studies in leadership barely regarded authentic leadership as a critical research area in order to assess its effect on employee performance. It is against this backdrop that the current study aimed to establish the effect of AL on the performance of employees. Social exchange theory (Blau, 1964) helped to explain the fact that employees who perceive an authentic leadership style in their supervisors tend to develop a feeling of obligation to reciprocate with improved performance.

Performance of Employees

Performance of employees is one of the most vital constructs in leadership studies because of its contribution to overall organizational performance. It is a critical dependent variable that researchers are concerned with in leadership, particularly within the organizational set-up (Richard et al., 2009). According to Campbell (1990), Employee performance is the total value of the employee behavior that is attributed to the organization’s performance, either directly or indirectly. It depends mostly on the leadership model that has the capability to motivate employees towards higher performance levels (Northouse, 2019). According to Tomal and Jones (2015), performance is the actual output against the intended output. They further argued that the gap between actual output and intended output is attributed to employees that are either not motivated or incompetent leadership. Olaka et al. (2017) argued that the improved performance of employees is partly attributed to regulatory measures that have been put in place by relevant authorities. However, performance of employees of organizations is mostly associated with the type of leadership adopted by individual commercial banks in Kenya. Performance of employees was indicated using four outcome areas, which include productivity, efficiency, quality of work output and turnover intention (Donohoe, 2019). Employee performance is important because its measurement helps to benchmark the overall performance of individual commercial banks against their peers in the industry in order to evaluate their competitiveness (CBK, 2020). It is worthy of note that PE was critical in bringing to light the fall of Chase bank, Dubai bank and Imperial bank (CBK, 2016). The collapse of the aforementioned banks is associated with ineffective leadership and poor PE (Gathaiya, 2017). Instability in the commercial banks in Kenya and the subsequent financial loss to shareholders, creditors, depositors and stakeholders, shows the critical role of PE in the overall performance of commercial banks.

Motivation

Motivation moderates the relationship between authentic leadership and performance of employees. Previous studies suggest a positive moderating effect of motivation (Lopez-Valeiras et al., 2018; Rivai et al., 2018; Shilaho, 2019) However, most of these studies investigated the direct effect of motivation on the PE, while a few established the moderating effect of motivation (Levesque-Côté et al., 2020; Ilies et al., 2005; Tsvangirai & Chinyamurindi, 2019). Studies show that the higher the motivation level, the greater the effect of authentic leadership on PE (Pang & Lu, 2018). The current study established that motivation has a moderating effect on the relationship between AL and performance of employees of commercial banks in Kenya. The indicators of motivation that were put into consideration included direction, intensity and persistence (Ivancevich & Konopaske, 2014). Thus, employees should first find direction for their behaviour, then apply intensity on the task and sustain the effort to attain organizational goals (Robbins & Coulter, 2014). These indicators define motivation, which acts as a catalyst to enhance PE and eventually lead to improved organizational performance (Sekhar et al., 2013).

Commercial Banks in Kenya

Thirty eight commercial banks with 1500 branches have been licenced to operate in Kenya (CBK, 2021). Using a weighted composite index (WCI), CBK has categorized commercial banks into three tiers. The WCI consists of client deposits, capital and reserves, deposit accounts, net assets as well as loan accounts (CBK, 2020). Tier 1 banks have a WCI of more than 5%. Tier 2 banks maintain a WCI of 1-5%. Tier 3 banks have a WCI of less than 1%. Tier 1 comprises nine banks, with a market share of 74.55 % and 23,922 employees. Tier 2 consists of nine banks with a market share of 17.21 % and 4,039 employees. Tier 3 is made up of 20 banks with a market share of 8.24 % and 3,644 employees. Further, commercial banks employees in Kenya are ranked as follows: 10,390 management staff, 7,582 supervisory staff, 11,138 clerical staff and 2,495 secretarial and other staff (CBK, 2020). Data collection was done proportionately across the three Tiers and all levels of staff of CBs using Glen (2021) formula. This formula is commonly used for determining the size of the sample in a stratum. Rank size in a Tier = Tier size/Population size * Entire rank, as follows rt= t/N*er. The formula is presented as follows: rt =Size of rank in a Tier, t=size of the entire Tier, N=Population size, er= Entire rank size. Thus, Tier size/Population*Rank size. For example, size of management staff in Tier 1 is calculated as follows, 23922/31605*10390=7864. Using this formula, Tier 1 has 7864 management staff, 5739 supervisory staff, 8430 clerical staff and 1888 secretarial and other staff. Tier 2 has 1328 management staff, 969 supervisory staff, 1424 clerical staff and 319 secretarial and other staff. Tier 3 has 1198 management staff, 874 supervisory staff, 1284 clerical staff and 288 secretarial and other staff.

According to CBK, commercial banks have a critical role in the performance of the national economy. This claim is supported by the Central Bank's effort to accord commercial banks the required government support. Commercial banks' financial performance is captured in the CBK's annual reports. According to CBK (2020), commercial banks' total net assets were Kshs.5.4 trillion, customer deposits were Kshs.4.0 trillion and pre-tax profit

Kshs.112.1billion. A study by Ndegwa et al. (2018) shows that performance of employees is increasingly becoming the focus of commercial banks. Commercial banks in Kenya have experienced reduced profitability, which may be a pointer to the banks' need for positive and effective leadership that can motivate employees toward achieving organizational goals (Kungu et al., 2014).

Commercial banks in Kenya operate in a fast changing environment, both internal and external (Muchiri & Gachunga, 2018). Consequently, the demand for swift, efficient and secure services to customers and other stakeholders require reforms in the leadership styles that can motivate employees to enhance their level of performance. This study investigated the effect of AL and motivation on the PE within the commercial banks in Kenya. Research shows that authentic leadership enhances trust, motivation, efficacy, optimism, hope and resilience that ultimately influences employee performance (Walumbwa et al., 2011).

Statement of the Problem

Authentic leadership has emerged as a significant area of research in the field of leadership in the last decade (Farid et al., 2020). It has also become progressively essential in the literature, which has attracted the attention of many scholars (Duarte et al., 2021). It is a relatively new phenomenon, which still needs more research in order to establish its effect on performance of employees (Northouse, 2019). However, several empirical studies have investigated the important role of AL in the performance of employees within organizations (Walumbwa et al., 2008, 2011; Alilyyani et al., 2018). These studies showed that AL enhances individual performance of employees (Clapp-Smith et al., 2009; Wang et al., 2014; Ribeiro et al., 2018). The current study established that there is a significant connection between AL and PE, which supports previous studies with similar results.

Employees are viewed as one of the most important resources in organizations and their view of leadership mostly results into employee performance output (Rego et al., 2015). Consequently, CBs in Kenya are focused on ways to improve employee performance in light of its effect on organizational performance (Shilaho, 2019). Therefore, banks allocate huge resources on maintaining and motivating employees to improve their performance (Enu-Kwesi et al., 2014). This concern is important because PE is a major determinant of organizational performance (Pang & Lu, 2018; Muchiri & Gachunga, 2018). Therefore, the leadership style commercial banks adopt is key in determining the level of PE and in turn, performance of the organization. The report by Ernst and Young (2014) show that CBs in Kenya face the challenge of maintaining employees in order to attain competitive advantage. The indicators of employee performance include productivity, efficiency, quality work output and turnover intentions (Karoki, 2016). The leadership models that organizations adopt are critical to performance of employees (Hendricks, 2018). Issues related to performance of employees is compounded by a more demanding and complex nature of work in commercial banks (Mukururi & Ngari, 2014). This pressure put on employees to perform is triggered by the competitive and turbulent environment in which commercial banks operate (Grant, 2016; De Kluyver & Pearce, 2012). Therefore, employees need an effective leadership model that can develop hope, optimism and resilience to achieve individual targets as well as organizational goals, leading to improved PE (Ribeiro et al., 2018). Thus, employees of CBs in Kenya need a type of leadership that motivates them to improved performance (Levesque-Côté et al., 2020).

Although, it has become evident that high PE needs an effective leadership model, few studies have been done to establish the effect of authentic leadership on employee performance within commercial banks in Kenya. Besides, there is scarce evidence that commercial banks in Kenya have sufficiently considered authentic leadership as a basis of PE (Muchiri et al., 2016; Rego et al., 2015). Among the leadership styles studied, authentic leadership, which is widely associated with employee performance has been less studied among commercial banks in Kenya (Ribeiro et al., 2018; Clapp-Smith et al., 2009; Wang et al., 2014; Sang, 2016). Studies show that lack of effective leadership and motivation has led to low PE in organizations, including CBs (Koech & Namusonge, 2012; Muchiri & Gachunga, 2018; Al Khajeh, 2018; Kim, 2018).

Although, the potential value of adopting AL approach in organizations has been demonstrated in a number of studies within other contexts, limited empirical work has been done in the commercial banking industry. Further, previous research barely put into account authentic leadership as a critical research area in the field of leadership, neither did the studies assess the effect of AL on employee performance within commercial banks in Kenya. A study by Birkeland et al. (2013) sought to establish the effect of authentic leadership on safety climate in organizations, whose findings showed a positive relationship. A study by Gatling et al. (2016) on the influence of authentic leadership on employee retention in the hospitality industry in USA, showed a positive effect. A study by Nawaz et al. (2020) examined the relationship between authentic leadership and performance of private universities in Jakarta, whose results suggested positive relationship. A study by Rego et al. (2015) sought to establish the influence of authentic leaders on store performance in Brazilian retail organization, where the findings showed a positive relationship. A study by Malik (2018) sought investigated the relationship between authentic leadership and employee performance in the banking sector of Hazara region, Pakistan, whose findings showed a significant relationship.

Research conducted by Oruh et al. (2021) focused on the effect of authentic leadership on stress levels of employees in the banking sector of Nigeria during the COVID-19 crisis, whose findings showed a positive effect. A study by Boateng et al. (2018) on selected institutions in Brong Ahafo region of Ghana examined the effect of AL on organizational citizenship behaviour (OCB). The findings showed that there is a significant positive relationship between authentic leadership and OCB.

A study by Nyaywera et al. (2018) established the influence of leadership on employee performance among the non-governmental organizations (NGOs) in Kenya. The results showed that leadership styles significantly influenced the performance of people in non-governmental organizations. A study by Kuria et al. (2016) assessed the influence of leadership on the performance of workers in the health sector in Kenya. The results showed a positive relationship. A study by Sang (2016) assessed the relationship between AL and job satisfaction among the Kenyan state corporations. The findings indicated that authentic leadership was low in state corporations.

Based on these studies, it is evident that little work has been done to show the antecedents of authentic leadership and their effect on PE of commercial banks in Kenya. The current research addressed the gap that exists between authentic leadership and employee performance among commercial banks in Kenya. The study also established the moderating effect of motivation in the relationship between authentic leadership and performance of employees of commercial banks in Kenya.

Objectives of the Study

General Objective

This study aimed to establish the effect of authentic leadership and motivation on the performance of employees of commercial banks in Kenya.

Specific Objectives

1. To establish the effect of self-awareness on the performance of employees of commercial banks in Kenya.
2. To determine the effect of relational transparency on the performance of employees of commercial banks in Kenya.
3. To assess the effect of balanced processing on the performance of employees of commercial banks in Kenya.
4. To establish the effect of internalized moral perspective on the performance of employees of commercial banks in Kenya.

5. To investigate the moderating effect of motivation on the relationship between authentic leadership and performance of employees of commercial banks in Kenya.

Hypotheses of the Study

Ho1: Self-awareness has no statistically significant effect on the performance of employees of commercial banks in Kenya.

Ho2: Relational transparency has no statistically significant effect on the performance of employees of commercial banks in Kenya.

Ho3: Balanced processing has no statistically significant effect on the performance of employees of commercial banks in Kenya.

Ho4: Internalized moral perspective has no statistically significant effect on the performance of employees of commercial banks in Kenya.

Ho5: Motivation has no statistically significant moderation effect on the relationship between authentic leadership and performance of employees of commercial banks in Kenya.

Assumptions of the Study

The banking sector is a service industry, where bank employees are supposed to observe an oath of secrecy regarding clients' accounts and other internal operations. However, the assumption was that the respondents would give honest responses to survey questions without fear or prejudice. The researcher assured respondents of confidentiality on information they provide, where the data would be used specifically for academic purpose. Another assumption was that respondents have some understanding of the dimensions of authentic leadership, motivation and performance of employees to answer the survey questions adequately. This study avoided using jargon and difficult academic terminologies. Commercial banks are extremely busy work places, where staff work with deadlines in mind. This study assumed that employees, as respondents, would have enough time to complete the questionnaires. It was structured in a manner that respondents did not find it long and tedious.

The study expected that the effect of regulatory policies, political effects, competition and environmental impacts on employee performance among commercial banks in Kenya would be negligible. The study also expected that both leaders and employees of commercial banks in Kenya were capable of displaying authentic leadership behaviours that influence motivation to achieve improved employee performance, leading to organizational performance.

Justification of the Study

Justification for research refers to the rationale or the reason for conducting the study (Given, 2008). The authentic leadership concept has gained acceptability as researchers have attempted to isolate it from other leadership concepts by grounding it in theory and seeking support in empirical research (Klenke, 2007). Thus, authentic leadership is a relatively new construct, which this study sought to explore with the aim of finding out its influence on performance of employees (Northouse, 2019). The study specifically assessed the influence of: self-awareness on the performance of employees of commercial banks in Kenya, relational transparency on the performance commercial banks in Kenya, balanced processing on the performance of employees of commercial banks in Kenya and internalized moral perspective on the performance of employees of commercial banks in Kenya. The study also determined the moderating effect of motivation on the relationship between authentic leadership and performance of employees of commercial banks in Kenya. Prior to the current study, few studies had been conducted to establish the effect of each of the four dimensions of authentic leadership on employee performance within commercial banks in Kenya, with regard to employee productivity, turnover intentions, quality of work and efficiency (Walumbwa et al., 2008; Lee, 2018; Hwang & Lee, 2015). Therefore, this study established the effect of authentic leadership on employee performance among CBs in Kenya. Although motivation is the basis of all organizational activities (Mullins, 2016), no adequate research has been done to establish the moderating effect of motivation on the relationship between authentic leadership and performance of employees of commercial banks in Kenya. This study examined the moderating role of motivation using three dimensions that include direction, intensity and persistence (Ivancevich & Konopaske, 2014). The rationale of choosing commercial banks' employees as the target population of the study was based on the vital role they play in organizational performance (Ongore & Kusa, 2013). Thus, performance of commercial banks has a critical implication on resource allocation and economic growth of the country. This study was also justified because higher performance of employees could reward the stockholders for their investment. Commercial banks in Kenya are very important to the economy as shown by central bank's effort to promote financial stability by ensuring proper functioning of the banking system (CBK, 2020).

Significance of the Study

This study has contributed new knowledge to the existing empirical literature in the field of leadership studies, particularly authentic leadership that is relatively a new area of research. Thus, the study has contributed to the body of knowledge in the field of leadership, hence bridging the existing research gaps. The study has offered an in-depth knowledge on AL and its link to motivation and performance of employees. It attempted to establish the effect of authentic leadership and motivation on employee performance within CBs in Kenya. The findings of the study is generalizable to other contexts to guide important strategic management decisions, because the data collection and analysis was valid and reliable (Delios et al., 2022). Based on the understanding that AL is a positive model of leadership from which other concepts of leadership proceed (Nikolić et al., 2020; Johnson, 2019), the results of this study will help management of commercial banks in Kenya to assess their authentic leadership characteristics for effective leadership and performance of employees. The study will help management of commercial banks in developing authentic leaders. Besides commercial banks, this study will be helpful to other non-financial institutions for policy formulation, leadership training and development. Other institutions that will benefit from the findings of this study include HR practitioners, recruitment and training companies, NGOs, institutions of higher education, researchers in leadership, SACCOs, business entities, faith-based organizations and various government establishments, which include CBK, banking fraud investigation unit (BFIU) as well as ethics and anti-corruption commission (EACC).

The study will also help to determine whether managers of CBs in Kenya possess authentic leadership characteristics. According to Bass and Avolio (2004), authentic leaders recognize their associates' needs and help them to develop into mature leaders. The study motivates leaders with authentic leadership characteristics to intentionally relate with and empower their associates as well as develop their skills to become more engaged to the organization. The study will help leaders develop behaviours associated with self-awareness, relational transparency, balanced processing and internalized moral perspective. Thus, recommendations based on the findings are be made to the management of commercial banks and other non-financial institutions to incorporate into their leadership work the four-component model of authentic leadership. This study is recommended as a springboard to design authentic leadership development program that will help to train leaders (Walumbwa et al., 2008). The results of the study will help managers of CBs in Kenya and other business entities and organizations to become aware of their authentic leadership development needs, which currently are a limiting factor in their effectiveness (Muchiri et al., 2016).

Scope of the Study

Leadership is a vast area of study whose many concepts and theories may be beyond this study. The study focused on authentic leadership and the performance of employees of all 38 CBs in Kenya. The study did not include finance houses, mortgage institutions, SACCOs, credit bureaus, mobile money service providers or forex bureaus. The context for this study was commercial banks in Kenya, where questionnaires were physically distributed to the respondents in their workplace. The target population was 31,605 employees of 38 commercial bank in Kenya, which included management, supervisory, clerical and secretarial staff.

Limitations of the Study

Accessing staff in commercial banks was a challenge because of the sensitive and busy nature of their work. Commercial banks employees were not easy to accept participating in the study because every information relating to internal operations is regarded sensitive and an oath of secrecy is normally undertaken to that effect. The researcher gave assurance that information collected would be managed with the required confidentiality. In addition, permission was sought from the top management before distributing the questionnaires. The questionnaire was based on 5-Point-Likert scale that does not require detailed responses, which could compromise honest responses. Some banks were reluctant to accept the forms claiming they do not have enough time. It took long to convince the employees to fill the questionnaires because they feared that their handwritings might be linked back to them. Some of the employees filled the forms, albeit reluctantly, hence returning incomplete questionnaires. Most banks also wanted prior communication with the relevant authorities before presenting the questionnaires. Although, the researcher wrote email to all the banks, none of them responded. An alternative communication was adopted where the researcher approached the leadership of each bank in-person and was able to convince them. The banks were asked to stamp the questionnaires for authenticity, but some banks were not willing to. Managers did not find it proper to prevail on their staff to participate in the study. Some of the staff members misplaced the questionnaires and the researcher had to print more, hence incurred additional costs. All these challenges were encountered in spite of the researcher trying to avoid a long tedious questionnaire for easy, quick and knowledgeable response.

Delimitations of the Study

The context of this study was the 38 commercial banks in Kenya and not any other context. All CBs in Kenya have representation in Nairobi, which made it easier to access employees. The choice of the context was informed by the prior knowledge of how commercial banks operate, which became familiar grounds for the researcher. Thus, the researcher had developed some rapport with some of the staff, having interacted with them as a colleague and a customer. This study used cross-sectional descriptive design because it was easy to collect and analyze data within the same period, considering the limited time assigned it. Cross-section design was also chosen based on the budget constraints. The other delimitation was the target population, which the study limited to commercial banks' employees only. Employees across the ranks, including managers, who are policy formulators and decision makers, filled the questionnaire, where they were able to give informed and knowledgeable answers to the leadership questions on the questionnaire. The study focussed on three main variables that included authentic leadership, motivation and performance of employees, because of their measurability. All the variables had significant correlation and predictor variables did not suffer multicollinearity. This made it clear to have a succinct result for each independent variable that was measured against the dependent variable. The study considered authentic leadership, which has not been studied widely compared to other leadership styles. This helped avoid venturing into study areas, which have been exhausted, hence adding new knowledge to the leadership studies.

Chapter Summary

The chapter has provided the background to the study, which gives an overview of the study variables. These variables include authentic leadership, which is the independent variable, performance of employees is the dependent variable and motivation is the moderating variable. The chapter presented the background of commercial banks in Kenya. It also presented the statement of the problem, where the researcher established the effect of authentic leadership on the performance of employees of commercial banks in Kenya, with motivation as the moderating variable. The chapter has stated objectives of the study, which included a general objective and five specific objectives that are in line with the independent variables of the study. Five null hypotheses aligned to the specific objectives of the study have been stated. Other areas discussed included significance of the study, which showed who would benefit by this research. Assumptions of the study included the fact that respondents would give honest answers in spite of hindrances. The scope of the study focused on authentic leadership and employee performance within commercial banks in Kenya. Limitations highlighted included the difficulties of accessing the respondents because of the sensitive nature of their work. Delimitations indicated that the study would only focus on authentic leadership, motivation and performance of employees of CBs in Kenya, without going beyond the stated variables and context. The variables highlighted in this chapter are discussed in chapter two, under review of literature and theories underpinning the study, as well as the conceptual framework of the study.

Chapter Two

Literature Review

Introduction

This chapter presents a review of literature related to the conceptualization of authentic leadership, performance of employees and motivation together with all their components. Further, the chapter presents empirical literature related to the study variables and displays the conceptual framework. Other areas of discussion in this chapter include theories underpinning the study, which include Authentic Leadership Theory, Hierarchy of Needs Theory, Social Exchange Theory and Path-Goal Theory. At the end of the chapter is a summary of the existing research gaps (Terrell, 2016). The literature sources include books, journals and reports (Saunders et al., 2019).

Authentic Leadership

Authentic leadership (AL) is a pattern of leader behaviour that draws upon and promotes both positive psychological capacities as well as a positive ethical climate, to foster greater self-awareness, internalized moral perspective, balanced processing and relational transparency in a leader to inspire positive self-development in the followers (Walumbwa et al., 2011). Recent studies define authentic leadership as a set of related behaviours that characterize the way leaders influence followers, make ethical decisions and use information (Nikolić et al., 2020). Authentic leadership has gained own validity due to researchers' attempts to isolate and ground it in theory by empirical research (Klenke, 2007). According to Avolio et al. (2004), AL is central to what constitutes positive leadership. Positive leadership is considered critical in chaotic environments, where organizations mostly operate from (Menkes, 2011). It is critical in modern society because of the reduced ethical leadership behaviours as demonstrated by numerous high-profile cases that involve major corporations (Covelli & Mason, 2017). The demand for AL is motivated by their capability to influence performance of employees through the four dimensions of authentic leadership (Covelli &

Mason, 2017). In addition, AL has proved dominant, among other leadership styles, in predicting performance of both employees and organizations (Banks et al., 2016; Klenke, 2007). The proponents of AL conclude that authenticity equips leaders with meaning, purpose and values to solve organizational problems and achieve high levels of employee performance (Cotter-Lockard, 2018). This type of leadership is viewed as stemming from positive psychology, which gives it the credence to counter ethical dilemmas found in organizations (Karadağ, 2015). It is a relatively new phenomenon, which still needs more research to determine its effect on performance of employees (Northouse, 2019). This study attempted to add to the knowledge in leadership studies, where it established that AL has a statistically significant effect on employee performance within CBs in Kenya.

Behaviours of an Authentic Leader

The behaviour of an authentic leader draws upon and promotes both positive psychological capacities and positive ethical climate (Avolio & Luthans, 2006; Gardner et al., 2005; Illies et al., 2005; Walumbwa et al., 2008). Authentic leaders are deeply aware of their values and beliefs, are self-confident, genuine, reliable and trustworthy. They focus on building followers' strengths by broadening their thinking and creating a positive and engaging organizational context (Illies et al., 2005). Trustworthiness and moral integrity are core elements of the personal identity of an authentic leader and fosters positive relationships with the employees (Avolio & Luthans, 2006). This view concurs with Gardner et al. (2005), where they described an authentic leader as a person who fosters healthy ethical climates characterized by transparency, trust, integrity and high moral standards. Leaders demonstrate authenticity when they own personal experiences, such as thoughts, emotions, needs, wants, preferences or beliefs, which are processes captured by the injunction to “know thyself” (Gardner et al., 2005). Thus, not only are authentic leaders true to themselves but also help others to likewise achieve authenticity. According to Gardner et al. (2005), positive modelling is a primary means by which authentic leaders develop authentic followers. Such modelling represents a basic means by which authentic leaders impart positive values, emotions, motives, goals and behaviours for followers to emulate. Modelling of positive values, psychological states, behaviours, self-development and strengthening of efficacy beliefs is mostly learned vicariously through observations of other leaders or experiences provided by social models (Gardner et al., 2005). It is worthy of note that authentic leaders model positive values through four types of behaviours, which include: self-awareness, relational transparency, balanced processing and internalized moral perspective (Gardner, et al., 2005, Ilies et al., 2005; Walumbwa et al., 2008). Through these behaviours, leaders actively and continuously model for their followers as displayed in their words and deeds (Gardner et al., 2005). Scholars and practitioners of AL argue that the leader's authenticity is accomplished when all the four types of behaviour are present (Arda et al., 2016).

Self-Awareness. Self-awareness (SA) characterizes an individual's conscious attention being directed to some aspect of self notwithstanding the correctness of their self-perception (Hannah, 2011). Thus, SA is an authentic leadership component that describes a leader's self-perception or introspection. Self-awareness describes the way an individual makes meaning of the world around them using self-reflective testing of own hypotheses or self-schema (Gardner et al., 2005). Leaders with high self-awareness understand their own motives, values, thoughts and feelings as well as their influence on others (Gardner et al., 2005; Walumbwa et al., 2008). Thus, leaders with self-awareness understand self-perception and others' view. Further, a self-aware leader knows how their actions influence those around them, which could be for better or for worse (Waida, 2021). Individuals present SA behaviour when they consider their perceptions about own values, qualities, expectations, attitude, efficacy, personality, actions and behaviour (Avolio & Luthans, 2006). Studies show that leaders who possess strong self-awareness behaviour enhance motivation at the workplace. Self-awareness is characterized by transparent, trusting and honest relationship the leader and followers (Avolio et al., 2004; Avolio & Gardner, 2005). Self-aware leaders build strong relationship by creating a conducive organizational climate that that motivates employees to give their response and disapproval without being stopped or fearing the consequences (Abidin, 2017). This demonstrates that a leader's self-awareness derives from other people that are disposed to express their views about the leader, who actively listens (Avolio & Luthans, 2006).

Self-awareness comprises four elements that are often associated with authentic leadership development. These elements include cognition, values, motives and emotions (Gardner et al., 2005). Consequently, as leaders develop self-awareness they gain precision about their identity, values, motives and emotions that are elicited by external happenings (Kernis & Goldman 2006). There is a consensus that a leader's self-awareness is an appropriate starting point for interpreting what constitutes authentic leadership development (Avolio & Gardner, 2005). According to Silvia and Duval (2001), such SA occurs when individuals are cognizant of their own existence and what constitutes that existence of the context in which they operate over time. Self-awareness is not an end in itself, rather a process by which individuals understand their unique talents, strengths, sense of purpose, core values, beliefs and desires (Avolio & Gardner, 2005).

Self-awareness presents where individuals become aware of their intrinsic inconsistent self-aspects and how these inconsistences influence one's behaviours, thoughts, actions and feelings (May et al., 2003). Therefore, self-knowledge and being true to self are critical abilities for AL development. Additionally, SA shows one's awareness of personal knowledge, competencies and experience (London, 2002; George, 2003; Day, 2000). Additionally, it is the root of authentic leadership development, because knowing true self becomes the foundation of knowing one's strengths and weaknesses and the purpose for pursuing a particular course of action. Sources of self-knowledge reside in early childhood experiences, feedback from classmates, teachers and supervisors, emulation of admired others and the lessons of experience (Klenke, 2007). Self-knowledge is demonstrated when leaders encounter dilemmas but still make decisions and take actions hence learn about their own abilities, priorities, values and motivation (Badaracco, 2016). Therefore, self-knowledge contributes to AL development because it is associated with self-awareness.

Values. Leaders' own value-awareness results into actions that lead to improved performance of employees (Ryan & Deci, 2018). Thus, value-based leaders often demonstrate genuine behaviours that lead to employee satisfaction (Banks et al., 2016). Accordingly, employees perceive their leaders to have values that include ethical standpoint and principled decisions, when they show care hence improved employee performance. Leader values is one of the key elements of AL that distinguishes it from other leadership types, because of its alignment with the leader's ethical conduct. According to Banks et al. (2016), this distinction reflects the core premise of AL, where alignment between a leader's values and behaviour enhances the leader's psychological capital. Equally, employee modelling of such authentic behaviour contributes to elevated levels of PE. It is worth noting that the central focus of AL on enabling both leaders and their employees to stay true to their values (Gardner et al., 2005) produces a more diffuse focus beyond performance. Therefore, leader value antecedents that are related to ethical factors distinguish authentic leadership from other types of leadership.

Cognitions. Cognition is described as a trust that is associated with leader behaviours that include reliability, integrity and ability (Farid et al., 2020). It involves evaluation of the other person's competences and reliability. Additionally, when a leader sees employees as being reliable and capable it motivates them to achieve high performance (Dóci et al., 2015). Thus, a trustworthy leader provides employees with care as well as emotional support and considers them worthy of a mutually positive attitude. Cognition is a critical element underlying authentic leader performance. It is commonly known to require knowledge that, in turn, influences leader performance (Vessey et al., 2011). The way this knowledge is organized, stored and recalled by the leader is of great concern (Mumford et al., 2015). Evidence indicates that the information provided by prior life experiences, and their recall is critical to the emergence of leadership styles (Ligon et al., 2008). It is worth noting that cognition is not only a matter of knowledge and recall of this knowledge, but it is about individuals' capacity to handle this knowledge. Such capacity could be general intelligence, which is commonly interpreted as the speed and depth of information processing. Intelligence is a critical cause of performance in almost all areas where leaders must solve problems (Mumford et al., 2015). Thus, in order to solve organizational problems, leaders require cognition, which is likely to influence a leader's emergence and performance. The speed and depth at which a leader processes information improves with experience of working in an area. Working experience in a domain, such as commercial banking industry, results into specific skills. It is important to note that these domain-specific cognitive skills are critical for leader performance when recognized that leadership emerges in organizational systems as a function of experience. McKenna et al. (2009) argued that wisdom and social appraisal skills might be important to understanding leader emergence and performance because of the distinct social nature of the problems presented to leaders. However, ability and skill become handy in solving problems presented to leaders only when these capacities are applied. The application of cognitive capacities in solving problems has for a long time been the focus of literature on decision-making (Mumford et al., 2015). Contingencies on the application of cognitive capacities could be complex in relation to the type of problems commonly presented to leaders. Thus, a number of variables may influence how leaders apply cognitive capacities (Marion & Gonzales, 2014). The application of cognitive capacities results into the type of behaviour leaders exhibit and could shape the kind of visions leaders formulate and chart the way in which these visions are articulated to stakeholders (Mumford et al., 2015). Further, application of cognitive capacities may shape leader-follower interaction, resulting into effective patterns of leader member exchange. Understanding how leaders apply cognition and the conditions shaping effective application of cognitive capacities in solving leadership problems, contributes to improved leader performance. Thus, understanding how leaders apply cognitive capacity and the variables influencing effective application of these capacities might contribute to leadership that is more effective. Generally, understanding how people apply cognition provides a basis for formulating more effective leadership development programs (Mumford et al., 2015).

According to Goodwin et al. (2000), immediate source of leader behaviour is the activation of meta-cognitive processes, which are defined as higher level of cognitive systems that regulate moment-to-moment cognitions. They aver that meta-cognitions guide the internal context, which in turn influences the leaders' thoughts and behaviours. Studies shows that research factors reside in both the mind of leaders and followers and in the social context in which leaders and followers interact (Lord & Emrich, 2000). Therefore, self-knowledge and leadership self-efficacy are key elements in leadership development (Bandura, 2012). It worth noting that the cognitive knowledge of oneself and being oneself are essential qualities of authentic leadership (Zhang et al., 2018). Further, with regard to leader cognition, sources of self-knowledge reside in early childhood experiences, feedback from classmates, teachers and supervisors, emulation of admired others and the lessons of experience (Klenke, 2007). Leader cognition comes out clearly through lessons individuals learn from their own difficult decisions and actions with regard to motivation, values, abilities and priorities (Badaracco, 2016). Thus, cognition relates to self-awareness, which partly forms the interpretation of authentic leadership development. This means that cognitive resources of a leader are key in defining self-awareness as well as leadership self-efficacy, which is a leader's perceived capability to perform the cognitive and behavioural functions necessary to lead organizations toward goal achievement (Klenke, 2007; Krauter, 2022). It is worth noting that leaders need to align their behaviours, appraisals and beliefs to cognitive and behavioural patterns that are functional. Deep, cognitive structures can be modified by iterative challenging and conscious amending of a leader's appraisals and behaviours, which are often guided by coaching, training or therapy.

Emotions. Studies show that emotions is an important leadership issue, hence triggered considerable empirical and theoretical work (Klenke, 2007). Consequently, management of emotions is often associated with self-awareness. Thus, leaders not only exhibit emotions, but also try to appeal to their followers' emotions in order to demonstrate that emotions affect leadership (Ashkanasy & Dorris, 2017). Therefore, the emotionally intelligent authentic leader is able to identify his or her emotions in a given context, uses them to facilitate thinking, understands and manages his or her emotions effectively and in a context-sensitive manner (Klenke, 2007). In addition, emotional intelligence (EQ) is understood as the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thought (Mayer et al., 2008). Leaders, like everyone else are expected to have emotions and manage them as they manage their employees' emotions. Accordingly, leader self-awareness involves understanding varying effects of different emotions and being ready to support employees in managing their emotions. Expected emotions of a leader can reflect the useful rationality for decision-making in times of uncertainty (Ashkanasy & Dorris, 2017). Additionally, research suggests shows that discrete emotions and leader-assisted instruction approaches have a positive effect on the performance and perception of employees (Thiel et al., 2012). Consequently, to be effective, leaders need to manage emotional contagion, so that it does not spiral out of control. Thus, leaders need to practice leading with emotional labour in order to regulate their own emotions (Ashkanasy et al., 2019). In this case, authentic leaders are widely known to engage in genuine emotional expression to model the emotions suited to a particular situation. Such emotions are often imitated by employees, which leads to the whole team adopting appropriate emotions (Tee et al., 2013). Additionally, emotions not only play a direct role in shaping leader-employee relationship, but they also contribute largely to various leadership models. Thus, the ability to support employees cope with negative emotions is an indication of the self-awareness of a leader. Leaders with self-awareness produce positive emotions that lead to optimism, improved employee performance and achievement of goals (Ashkanasy & Dorris, 2017).

The review of literature on EQ suggests that self-awareness involves being aware of emotions (Mayer et al., 2004, 2008). Further, self-aware leaders understand the effect of their emotions on the cognitive processes and decision-making or action (Ugoani et al., 2015; Salovey et al., 2009). Thus, emotions determine the effectiveness of a leader in inspiring performance of employees (Ashkanasy et al., 2019). This awareness of emotions gives authentic leaders ability to understand their own and others' emotions, hence they are able to respond to their employees' needs. Additionally, this emotional awareness helps authentic leaders to take value-based decisions, where they consider emotions in an appropriate manner. Ashkanasy and Daus (2005) argue that authentic leaders are self-aware of their own and others' emotions, which suggests that they do not take decisions based on the spontaneous emotions. Therefore, it can be concluded that emotional awareness is a root construct of positive forms of leadership. Thus, authentic leaders have emotional awareness.

Motives. Studies show that authentic leaders possess awareness of and trust in their thoughts, feelings and motives (Kernis & Goldman, 2006). Thus, self-awareness involves being aware of motives among other self-relevant cognitions. These motives are focused toward achieving organizational goals and employee development (Epitropaki et al., 2017). It is worth noting that goals of an authentic leader are based on self-motives that are considered important by individuals. Conversely, when goals are based on possible selves, motives associated with self-awareness are likely to become salient (Farrukh & Ahsan, 2015). This is one of the interpersonal behaviour motives used to verify, validate and sustain a leader's existing self-concepts. Self-view helps leaders to form their worldview, develop behaviour and envisage employee response, with regard to performance. Therefore, authentic leaders help employees to recognize and endorse their true self by showing self-views (Li et al., 2019). Authentic leaders are futuristic and are concerned with self-development, which means that they are driven by self-verification motives. Thus, they not only seek feedback from others to confirm current self-views, but also strive to identify inconsistencies in self-relevant standards (Avolio & Luthans, 2006). Consequently, with the possible-selves focus, authentic leaders are motivated toward self-improvement, where their goals are set based on self-improvement (Lab et al., 2019). This self-improvement motive causes authentic leaders to present themselves with self-awareness by portraying their strengths and weaknesses. These motives make self-aware leaders to get original reviews to develop a better understanding of their actual selves, which in turn facilitates attainment of hoped-for-selves.

Relational Transparency. Relational transparency (RT) is an authentic leadership behaviour that values openness and truthfulness in relationships. It relates to a leader behaviour that demonstrates to employees the genuine self, genuine convictions and emotions that result in reciprocal trust (Kleynhans et al., 2022). It entails self-disclosure of a leader and mutual trust in relationship with employees, which is a clear indication of a leader's true self (Kernis & Goldman, 2006). Thus, transparency in relationships is achieved when a leader is genuine while relating with others. Transparency is a value by which relationships are strengthened and it includes characteristics of openness and truthfulness. Consequently, RT is central in building relationships, where true self is exposed (Gardner et al., 2005). Additionally, leaders with RT present authentic self through self-disclosure, which leads to creating bonds that are characterized by trust and intimacy in relationships, hence modelling for followers. Therefore, leaders with RT behaviour exhibit values that include self-disclosure, trust and openness in their close relationships.

Transparency in authentic leadership means keeping employees informed, being vulnerable and encouraging honest feedback from others (Perucci, 2020). According to Duignan (2014), transparency is described as the quality of a leader as well as the product of relationships. Quality of RT affects performance of employees. According to Perucci (2020), RT in leadership is important because of the positive effect it has on employee performance.

This means that high RT in the leaders fosters greater employee support, which to leads to highly engaged employees that are likely to achieve high performance. Duignan (2014) avers that trust and care in relationships helps to create organizational climate, where integrity, honesty, justice, fairness, equity and loyalty are adopted and demonstrated in daily authentic leadership practice. This assertion is in line with the views of Gardner et al. (2005), where they stated that leaders who value transparency in making of decisions demonstrate integrity and ethics, which causes followers to develop trust in them. Trust in the leader is critical for employees because it helps them to develop true behaviour and ethical climate that inspire high employee performance.

Therefore, RT shows the ability of the leader to be vulnerable to others including employees. Vulnerability of a leader means being able to talk openly about both his and her positive and negative characteristics without hesitation (Kim, 2018). Thus, a top leader in an organization is able to divulge his or her weaknesses to employees without restraint with the aim of encouraging trust in relationships (Ilies et al., 2005). Consequently, trust eventually helps in building meaningful and reliable relationships.

Openness. Openness is a relational transparency value that leaders use to facilitate development of employees (Kernis & Goldman, 2006). Leaders exhibit openness in information sharing, which is an indication of their transparent relationship in leadership (Norman et al, 2020). Basing their argument on authentic perspective, Avolio and Luthans (2006) posit that societies and economies of the world thrive in environments that foster of openness. Openness in leadership is often attained where RT is present in a leader, which is important for: the development of quality relationships; emergence and expression of a valued self; generation of authentic learning and the design of authentic organization (Ehret, 2018). Openness is considered significant and is based on leaders’ originality, which is associated with RT (‘Optimizing Authentic Leadership’, 2022). According to Madrid et al. (2014), leaders who possess the value of openness often explore, promote and act on new ideas, which demonstrate innovative behaviour at work. Chetty (2019) concurs that leaders' openness is associated with embracing new information, innovative thinking, being open to new experiences and showing interest. Thus, leaders demonstrate openness by being broad minded, creative, strategic, broad thinkers and inquisitive (Chetty, 2019). Research has shown that openness is an important component of authentic leadership effectiveness, particularly at higher organisational levels (Northouse, 2019). Additionally, authentic leaders with high openness take a strategic approach to solving problems, which helps those in top leadership positions to keep up-to-date with market trends. Ryan and Deci (2018) posit that when individuals behave in line with their self-reported degree of openness, they feel more authentic, which contributes to their wellbeing.

Truthfulness. Truthfulness relationships is a core value that authentic leaders need to achieve because it is partly the basis for developing RT, which is an authentic leadership component (Kernis & Goldman, 2006). Therefore, a leader that is authentic shows true-self first and then with the same truthfulness, relates to others for the collective good, which implies that the leader is ethically accountable. According to Avolio and Luthans (2006), authentic leaders are viewed as being more true to themselves, which is an important component of productive interactions between a leader and followers. This truthfulness defines authentic leadership as the unobstructed operation of one's true self in one's daily enterprise. Gardner et al. (2005) posit that authentic leaders are not only true to themselves, but lead others by helping them to, likewise, achieve authenticity. Additionally, truthfulness improves leader-employee relationship with a special focus on followership, which is a fundamental element and consequence of authentic leadership development (Chen, 2019). Thus, the true lifestyle and originality of leaders helps to identify those with high RT behaviour, which is felt and described by the resulting positive impact. This true lifestyle involves being true to oneself, which is an essential quality to RT. Authentic leadership involves acting in accordance with one's true self, which is expressing what one really thinks and believes as well as behaving accordingly (Kokkoris & Sedikides, 2019). Truthfulness in RT builds authenticity when leaders become honest, without hypocrisy and true to self (Effron et al., 2018). It is worthy to note that some scholars, such as Shamir and Eilam (2005), have challenged this view, where they argue that a leader can be authentic and true to self without reaching a high level of moral development or adhering to high ethical standards. However, Gardner et al. (2005) in contrast argued that the construct of authenticity involving relational transparency is inconsistent with low level of moral development. They further argue that people can be true to themselves at a moderately low level of moral development, although they may neither have the capacity to understand themselves nor others. Avolio and Luthans (2006), integrate the two arguments by arguing that one of the key principles of authentic leadership is to displaying high moral integrity and being true to self. Therefore, truthfulness is a critical value in building RT.

Self-Disclosure. Self-disclosure is the practice of revealing or opening one's inner self to others (Klenke, 2007). According to Tardy and Smithson (2018) self-disclosure is the act of revealing information about oneself to others. It helps in self-acceptance bearing in mind that the more an individual discloses his or her self to others, the more others will accept them. This observation is in line with Edwardes's (2019) assertion that the purpose of self-disclosures is mostly attributed to the development of relationships. Thus, self-disclosure is an active process that contributes to RT that exposes true self-aspects of an individual (Kernis & Goldman, 2006). Studies show that authentic leaders are open and comfortable engaging in self-disclosure to form genuine relationships with close others (Rains & Brunner, 2018; Schein, 2017; Northouse, 2019). This means that authentic leaders often expose their ego whenever they face ridicule (Klenke, 2007). Thus, vulnerability is a significant element of leadership that creates strong relationships at a rudimentary stage of humanness (Lopez, 2018). It is also a major factor in building trust between leaders and followers (Nienaber et al., 2015). Thus, trust is about the susceptibility of employees that renders them dependent on leaders in the organization (Iqbal et al., 2018). On the other hand, trust of employees creates a dependency scenario, where top leaders become vulnerable to their team leaders (Adeel et al., 2018). Thus, the leaders' vulnerability emerges from critical connection between the leadership ability of the leader and the trust of employees in the leader (Lopez, 2018).

Mutual Trust. One of the main elements in developing authentic leadership is trustworthiness. Whichever paradigm one chooses to govern with, it will require a trustworthy leadership. Mutual trust plays an important role in the process of developing RT, which entails self-disclosure that facilitates associates in knowing each other's true self-aspects (Kernis & Goldman, 2006). Authentic leaders do not imitate other people, instead they attract trust because they are genuine and authentic and not a replica of someone else (George et al., 2013). Trustworthy is a primary component of personal identity through which leaders develop strong relationships with others (Avolio & Luthans, 2006). Additionally, trust is a core element that defines authentic leadership as the unobstructed operation of an individual's true self in his or her daily enterprise (Kernis & Goldman, 2006). Improved trust of a follower in the leader results into stronger leader-follower relationship marked with developmental growth, workplace well-being, veritable sustainable performance and engagement (Bandura, 2012). This trust is widely known to be the basis for authentic leadership. Thus, when employees trust their leader, they are likely to keep the organization alive as well as take more risks and embrace change (Kouzes & Posner, 2013). Relational transparency provides consistency for the leader and employees and forms a basis for conditional trust as well as a deep sense of internal trust (Avolio & Luthans, 2006). Therefore, is clear that trust is crucial in the RT of a leader, hence the need to develop a deeper sense of internal trust among both leaders and followers (Kim et al., 2018). Additionally, trust is important for development of effective authentic leadership practices. Thus, authentic leadership is important because of the element of trust as people trust an individual when he or she is genuine and authentic, not a replica of someone (George et al., 2007). Most of the literature on AL demonstrates that authentic leaders have a mindset of trust (Kernis & Goldman, 2006).

Balanced Processing. Leadership often involves making decisions, which affect performance of employees. Therefore, prior relevant information is critical for decision-making in the organization. Crawford et al. (2020) defined balanced processing (BP) as the predisposition to look at all appropriate information before making decisions. This definition is in line with Kernis and Goldman's (2006) definition, where they described BP as the process of evaluating information relevant to self without distorting, exaggerating, denying internal experiences, externally based evaluative information and private knowledge. According to Walumbwa et al. (2011), BP is being able to avoid biases that protect ego, which distorts self-relevant information. It is worth of note that BP is more about the leader considering, without bias, all relevant information in order to make decisions that have a positive impact (Leroy et al., 2012). Objective evaluation of all available information involves being open-minded in evaluating views that are dissimilar from the deeply held position (Banks et al., 2016). Therefore, a leader with high BP collects information with a view of impartially analyzing all applicable evidence prior to making decisions (Peus et al., 2012). Balanced processing behaviour enables leaders to emphasize externally generated evaluative information, internal experiences and private knowledge (Gardner et al., 2005). Thus, BP is a leadership behaviour that shows the ability of a leader to consider all opinions using both subjective and factual knowledge before making decisions (Dzahir Kasa et al., 2020). Balanced processing of information has inherent benefits for both the leader and follower or subordinate. According to Gardner et al. (2005), BP is important for the leader's self-development. It is also central to the character and integrity of a leader when making and implementing decisions (Gavin et al., 2003). Balancing processing play an important role in the employees' competence and autonomy (Zhang et al., 2018). It is important to note that authentic leadership envisages employees' independent thinking and voice behaviour in the process of decision-making (Gardner et al. 2005). Therefore, leaders need to cultivate a sense of competence and autonomy in the employees. Leaders with high BP behaviour often allow employees to participate in decision-making, which leads to high employee performance (Laschinger et al., 2015). When employees are allowed to participate in decision-making, they exercise control over matters that relate to work (Liu et al., 2012). Therefore, BP involves soliciting of viewpoints and listening to every employee before making decisions. It is worth of note that BP protects the process of choosing and interpreting data from motivational biases (Farrukh & Ahsan, 2015). Further, leaders with BP seek the opinions of others and make decisions with regard to divergent viewpoints (Onyalla, 2018).

Private Knowledge. Private knowledge can be described by the example of a judicial decision (Astorri, 2021). A judge could know through personal knowledge obtained outside of the trial that the witnesses, documents and charges presented are false. However, they are faced with an ethical dilemma to make judgement based on the presented evidence or on their personal knowledge. Although, private knowledge of a leader is not public knowledge, it is declared to the public when the leader makes a decision. Personal knowledge that is solely held by the leader is often regarded as a requirement for BP development (Eriksen, 2009; Peus et al., 2012). Characteristics of leaders with high private knowledge include being cognizant of their convictions and values (Shamir & Eilam, 2005). Additionally, private knowledge helps leaders to develop a pattern of thinking, feeling and acting genuinely in decision-making (Branson, 2007). Leaders who understand their values always act in line with those values when making decisions, despite the external pressure (Peus et al., 2012). Thus, private knowledge about values, convictions, personal strengths and weaknesses affects the employees' perception of the leaders' authentic leadership. Additionally, individuals often seek to know more about personal values and characteristics of a leader before trusting them. Private knowledge is considered a precondition to self-awareness, relational transparency and internalized moral perspective. Leaders with private knowledge seek viewpoints that challenge their deeply held positions, which they have a clear understanding about (Walumbwa et al., 2008). Therefore, the rule of thumb is that when private knowledge is at variance with the information presented, the leader should uphold private knowledge.

Internal Experiences. Authentic leaders rely on internalized self-regulation processes to guide their behaviour. They are also guided by internal values as opposed to rewards, social expectations or external threats (Walumbwa et al., 2008). Further, the internal truthfulness of an individual is grounded on the realities of their personality (Malik, 2018). Internal self-concepts and goals help leaders to have self-knowledge that gives them ability to select suitable leadership roles. Leaders who have such self-knowledge are able to align internal beliefs and self-identity to leader role and actions (George et al., 2013). Internal experiences are acquired in one's early involvements with significant persons that influence the development of response patterns. These patterns tend to recur when the leader is involved in different contexts with different people, such as colleagues at work (Northouse, 2019).

According to Northouse (2019), within the authentic leader's inner theatre, relationship patterns are rooted in the leader's genuine needs and goals, which influence their distinctive personality trait. Thus, workplace is a context that is filled with leader-employee relationship patterns, where individuals act out these patterns to others expecting to see their reaction. The outcome of perceived reaction is that the leader will react reciprocally without actual reaction (Van Nieuwenhove et al., 2020). Thus, an individual's inner experiences show the inspiration of their behaviour and identify important areas of relationship that influence the ability of the leader to live productively in line with their genuine needs (Northouse, 2019). These genuine needs or deep desires include effective and mutually enhancing interpersonal relationships.

Externally Based Evaluative Information. Externally based evaluative information is received through others and analyzed on merit (Malik, 2018). It is considered the alternative decision that influences external environment. Thus, balanced processing integrates exact and balanced recognitions independent of internal self-based barrier components and self-assessment (Gardner et al., 2009; Penger & Cerne, 2014). Leaders with externally based value information are open about their own viewpoints, but also objective to consider views of others (Northouse, 2019).

Internalized Moral Perspective. Internalized moral perspectives (IMP) refer to behaviours that are guided by values and moral criteria, which are internalized within the individual, rather than by external pressures such as colleagues, organization and society (Peterson et al., 2012). It builds upon an individual's self-regulation that is anchored by his or her deep-seated values and aspiration to make a difference (Banks et al., 2016). Internalized moral perspective is also the behavioural component of authenticity that refers to the process of acting in accord with the true self. It is achieved when leaders act in accord with their values, preferences and needs without pleasing others, trying to attain rewards or avoiding punishment by acting falsely (Kernis & Goldman, 2006). Internalized moral perspective, also known as authentic behaviour, refers to actions that are guided by the leaders' true self, presented in their core values, beliefs, thoughts and feelings, as opposed to environmental contingencies or pressures from others (Gardner et al., 2005). Thus, an IMP is associated with the leader's moral values and beliefs that are in accord with his or her behaviours (Walumbwa et al., 2008). It is notable that in expressing true self, a leader is exposed to social sanctions such as shame, ridicule, sarcasm, criticism, disapproval, social discrimination and exclusion (Oluwasanmi & Babatola, 2020). Therefore, authentic leaders who display authentic behaviour are sensitive to the fit between expressing their true self and the environment and being aware of the potential implications of their behaviour (Kernis & Goldman, 2006). This means that leaders who are aware of their IMP often maintain consistency between their core values and their judgments as they demonstrate justice and a high level of professional practice (Kasa et al., 2020). Further, leaders are motivated by internal ethical principles, which they use to self-regulate their actions. Thus, leaders with these characteristics have the capacity to combine their values and behaviour in line with internal moral standards (Walumbwa et al., 2008).

Values. Authentic leaders with internalized moral perspective are deeply aware of how they think and behave, while perceived by others as being aware of their own and others' values (Ford & Harding, 2011). It is said that the more people remain true to their core values the more authentic they become (Avolio et al., 2004). Consequently, authenticity in employees is achieved when authentic leaders heighten the IMP of employees, which facilitates clarity about their values. It is worth of note that values espoused by the leader result into employees' conception of what constitutes their actual selves leading to a more transparent relationship with the leader and self-development of both the leader and the employee (Avolio & Gardner, 2005). Thus, high congruence between the employees' values and those of the leader leads them to identifying with and emulating the leader. Therefore, perceptions of a leader's deeply held values helps in the employee evaluation of the leader (Sidani & Rowe, 2018). This implies that the leader's commitment to own values leads to high authentic leadership, which is part of the self-concept of both employee and leader. Avolio et al. (2004) suggested that when leaders share their values to followers, the process of trusted relationship is established. Additionally, Ilies et al. (2005) proposed that value congruence facilitates the relationship between authentic leadership and followership. Avolio and Gardner (2005) agree that the leaders' deeply held values aid open and positive leader-follower exchanges. Those shared values eventually lead to identification with the leader (Gill & Caza, 2018).

Preferences. The term "preference" is used in the definition of authentic leadership. Thus, an authentic leader draws on his or her own personal experiences, which include preferences, thoughts, emotions, needs, wants or beliefs and acts according to his or her true self, expressing self in ways that are consistent with inner thoughts and feeling (Shahin, 2020). Authentic leaders' preferences include owning and being in control of their own experiences. It is notable that authentic leaders are pushing back on one-size-fits-all programs created by centralized development functions that often do not fully address the leaders' preferences. Enhanced authenticity requires a holistic approach that accounts for the whole person in relation to the leader's preferences (Nübold et al., 2020). These preferences need to be harmonized with the demands of the organization in order to demonstrate the leader's ability to develop authentic leadership (Sang, 2016).

Needs. Thesis for authentic leadership model suggests that leaders acquire higher levels of personal adjustment and growth when they set goals that align with their needs. However, it is notable that leaders' needs and values are often incompatible with the demands of the organization (Kernis & Goldman, 2006). When this happens, authentic leadership may be demonstrated by the leaders' awareness of their own needs and a balanced evaluation of the situation relating to their self-concept. The leaders' IMP is also reflected when they help employees meet their needs for competence and autonomy. This is achieved when leaders guide employees to discover their talents and develop them into strengths, which means empowering them to attain high performance (Avolio et al., 2004). Additionally, authentic leaders exhibit a higher IMP to judge dilemmas from different angles and have capacity to take into consideration different stakeholder needs (May et al., 2003). When authentic leaders with IMP take the needs of others into account, they often make the best decisions.

Motivation

Motivation is widely believed to be the basis of all organizational activity and continues to be a major focus in organizational behaviour (Mullins, 2016; Black et al., 2019). Robbins and Judge (2019) define motivation as an individual's intensity, direction and the processes that account for persistence of effort towards attaining a goal. Motivation consists of three distinct components: direction, intensity and persistence (Ivancevich & Konopaske, 2014). Direction denotes an individual's choice of action amidst possible alternative courses of action. On the other hand, intensity relates to the individual's forte in response to the direction that has been determined. Persistence refers to the sustaining power of behaviour. It also denotes the length of time individuals dedicate to effort. The leader's challenge is how to create a suitable environment for motivation to be channelled in the right direction with a high level of intensity for a sustained length of time (Ivancevich & Konopaske, 2014). Performance of employees is related to enhanced motivation, which authentic leaders influence by adjusting their interactions to create a more positive dynamic (Walumbwa et al., 2011). According to Ilies et al. (2005), the mechanisms underlying the motivating role of authentic leaders is still poorly understood. A study by Levesque-Côté et al. (2020) shows that employees' motivation is developed when they perceive their leaders as authentic. It is important to note that motivated employees tend to enhance their performance levels (Levesque-Côté et al., 2020).

Characteristics of Motivation

Motivation is related to what a person does, how hard and how long they work. Studying human motivation entails unveiling the processes by which an individual's internal and psychological forces in conjunction with external and environmental forces determine the direction, intensity and persistence of personal behaviour that is aimed at goal attainment (Blaskova & Trskova, 2017). According to Scandura (2016), motivation is the process of energizing behaviour by activating people's needs and drives. Energized behaviour is directed towards goals that are important to the organization. Motivation is described as the predisposition and desire to attain the intrinsic drive to accomplish individual and organisational goals (Tsvangirai & Chinyamurindi, 2019). It involves enabling best performance of employees by creating an environment that meets their basic emotional drives (Nohria et al., 2008). Motivated employees find value and satisfaction in their work. They perceive the work as meaningful to the organization, which makes them have a sense of responsibility for the company's existence in the future (Oktarina et al., 2020). According to Ivancevich and Konopaske (2014), the presence of motivation does not necessarily ensure high performance levels. Although in most cases individuals are already motivated, to achieve the motivation level that results into various behaviours, one should recognize motivation as made up of three distinct components, which include direction, intensity and persistence (Ivancevich & Konopaske, 2014). Further, Obiwuru et al. (2011) consider motivation as intrinsic forces that influence a person's direction, intensity and persistence.

Direction. Direction refers to the choices a person makes from possible alternative offers (Ivancevich & Konopaske, 2014). For example, when an employee is requested to complete a report by the leadership, they can choose to complete it or alternatively browse the web. Whichever choice the employee makes, they will still be motivated. The first alternative shows that the employee's direction of motivation aligns with the leadership's desire. The second alternative indicates a contrary direction to the one desired by the leadership. Ivancevich and Konopaske (2014) argue that the employee will still be motivated, regardless of the choice. Direction also refers to the path along which people engage their effort. Direction of effort reflects the fact that people have choices about where they put their effort (Remi et al., 2011). Thus, motivation is goal-directed and not random. For example, people are motivated to arrive at work on time, finish a project on time or aim for more targets.

Intensity. Intensity refers to the effort focused on the direction that has been initiated (Ivancevich & Konopaske, 2014). The employee may choose the proper direction, but respond with least effort. Two individuals may concentrate their effort in the same direction, yet one achieves a higher level of performance than the other does, because they exert more effort and intensity (Ivancevich & Konopaske, 2014). Intensity also refers to the amount of effort dedicated to a goal (Remi et al., 2011). For example, two employees may be motivated to finish their project earlier than expected, but only one of them puts in more effort to achieve the goal. Thus, intensity shows how much individuals can push themselves to complete a task. Therefore, intensity describes how hard a person tries, which is the focus of many people when they talk about motivation (Robbins & Judge, 2019). However, high intensity is unlikely to lead to favourable performance outcomes unless the effort is channelled in a direction that benefits the organization. Thus, quality of effort is considered together with intensity, which means that effort directed towards and consistent with the organization's goals is favourable to the organization.

Persistence. Persistence refers to the staying power of behaviour. It is continuing the effort for a certain amount of time (Remi et al., 2011). It represents the enduring duration an individual continues to devote effort (Ivancevich & Konopaske, 2014). Sometimes, people can focus their behaviour in the proper direction with intensity but for a short time. An individual can work on a task with enthusiasm, but quickly get weary to complete it. This kind of situation can be attributed to lack of persistence in motivated behaviour (Ivancevich & Konopaske, 2014). When employees sustain their efforts to reach their goals or give up earlier, it indicates their level of persistence. Thus, persistence dimension measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goals (Robbins & Judge, 2019). When one considers the three components of motivation, it is possible to conclude that the leader's real challenge is not be to increase motivation, but to create an environment for motivation to be channelled in the proper direction, at a suitable level of intensity with persistence (Ivancevich & Konopaske, 2014).

Performance of Employees

Performance of employees (PE) is an indicator of individual's total contribution to the goals of the organization. Campbell and Wiernik (2015) defined PE as real things that people engage with and the actions they take to achieve organizational goals. This definition is in line with Campbell's (1990) description of PE as the total worth of the employee behaviour that affects the organization, either directly or indirectly. The total worth of employees includes presence at work, quality and quantity of output, timeliness of output as well as accommodative and helpful nature (Shahzadi & Javed, 2014). It is important to note that performance of employees is a major driver of business activities in business organizations (Kimberlee, 2019). Consequently, PE becomes the foundation on which the entire economy is based (Kim & Ployhart, 2014). Thus, individual performance is the primary level of performance that determines team performance, unit performance and organizational performance. Performance is beneficial to employees because it enhances their job satisfaction and attracts rewards. It is measured at individual level and categorized as in-role or extra-role performance (Rubel & Kee, 2013). In-role performance involves the behaviour focused on formal work assigned to individual employee, based on their job description (Rai et al., 2018). It is linked to individual tasks and productivity, with the involvement of individual employees in the organization. On the other hand, extra-role performance refers to employee's indirect engagement in the organization beyond their job description. It is also defined as organization citizenship behaviour (Yaakobi & Weisberg, 2020). Thus, extra-role performance involves activities that have value to performance of an organization, but are discretionary, such as being courteous, helping others and promoting good relationships with colleagues and leaders (Rai et al., 2018). Therefore, employees' actions, both in-role and extra-role, should be relevant to the organization's goals, without disregarding the level of proficiency of individual performance. The current study focuses on PE aligned to both in-role and extra-role performance that is influenced by authentic leadership and motivation.

Measures of performance of employees are key pillars of human resource systems (Jiang et al., 2012). However, extant literature on leadership does not have much focus on employee performance and measurement (Richard et al., 2009). It is measured using indicators that include effectiveness, efficiency, quality, timeliness and productivity (Ondoro, 2015). Based on these measures, a leader's expectations can lead to a higher performance of employees. According to Ivancevich and Konopaske (2014), perceptions influence reality. Thus, the self-fulfilling tendency of individual's expectations about another can cause the individual to behave in a manner consistent with those expectations. Leroy et al. (2015) concur by arguing that employees who perceive leaders as authentic are likely to replicate the same behaviour.

Employee Efficiency. Efficiency is described as doing things in the right way (Ali, 2021). It is the ability to produce with a minimum waste or expenditure of resources, hence achieve organizational goals with a minimal turnaround time (Banton, 2022). This description is in line with the definition by Dusane and Bhamare (2021) that efficiency denotes the highest level of performance, which uses the least amount of input to achieve maximum output. Efficiency is categorized as either static or dynamic efficiency (Refoios et al., 2017). Static efficiency refers to refining existing products and services as well as making improvements of the existing conditions. On the other hand, dynamic efficiency involves continuous development of new products and services to improve performance. Achieving efficiency requires removing excessive resources that would be used to produce a given amount of output, which include an employee's time and effort as well as physical materials (Banton, 2022). Efficiency is a measurable concept that is determined using the ratio of useful output to total input (Dusane & Bhamare, 2021).

Employee efficiency is vital in achieving organizational goals (Gani et al., 2019; Yusriadi et al., 2021). Thus, achieving organizational goals is mostly determined by employees' output, which is measured at personal level because employees have varying degrees of capacity to perform (Yusriadi et al., 2021). Employee efficiency is enhanced by authentic leaders that set a positive role model, motivate and pay attention to employees at work (Tahir & Rinantanti, 2018). In this case, motivation is known to be a significant determinant of employee efficiency (Jayaweera, 2015). Consequently, the greater the motivation, the higher the employee performance.

Employee Productivity. Employee productivity is an important performance indicator that is considered a primary element in enhancing employee performance. It refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description (Ferreira & Du Plessis, 2009). It is the measure of quantity and quality of work done with regard to the cost of the resources deployed (Mathis & Jackson, 2008). Productivity is assessed based on the output of an employee in a specified period. Usually, the employee productivity is assessed in relation to the average output of other employees engaged in similar activity (Hanaysha, 2016). It may also be evaluated based on the amount of units of a product or service that an employee handles over a certain period. Researchers are yet to agree on a standardized method of assessing productivity. According to Sharma and Sharma (2014), employee productivity is based on the amount of time an employee is physically as well as mentally present at work and seen to be efficiently working during the time of their presence at work. Ferreira and Du Plessis (2009) concur that productivity may be evaluated with regard to the time an employee spends actively executing the assigned work, in their job description, to produce the desired outcomes.

It is now widely known that the performance of employees is measured by the employee's productivity, which makes it become a vital business objective (Sharma & Sharma, 2014). This assessment is important because of the direct effect productivity has on the company's profits. Thus, employee productivity has received attention because of the critical role it plays in the overall organizational performance. Organizations and employees with high productivity levels have several advantages. First, higher productivity leads to improved economic growth, higher profitability and better social development (Sharma & Sharma, 2014). Second, employees with high productivity can get better remunerations with better working conditions as well as expanded employment opportunities (Hanaysha, 2016). In addition, higher productivity is likely to increase the company's competitive advantage through cost reduction and high quality output (Hill et al., 2017). Therefore, based on the knowledge cost benefits, employee productivity is worthy of attention for organizational survival and growth. Establishing the factors that influence productivity is important for PE and achievement of organizational goals.

Turnover Intentions. Employee turnover is the rate at which employees leave an organization (Armstrong & Taylor, 2014). This kind of attrition is, in most cases, disruptive and costly. Organizations that give attention to employee turnover intentions can predict future losses for planning purposes and identify the factors that cause employee turnover or intention to leave the organization (Armstrong & Taylor, 2014). The leadership that has knowledge of these factors is able to handle the turnover problems and reduce related costs. Leadership type, such as authentic leadership, through motivation, influences performance of employees by reducing turnover intention (Kiersch & Byrne, 2015). Employee turnover is a costly affair, which is reflected in recruitment, induction, training, leaving costs, opportunity cost and loss of output before replacement (Holbeche, 2012). The turnover of crucial employees has a disparate impact on the business of the organization. One of the major reasons for high employee turnover is leadership type and motivation levels. Banks operate in a competitive environment, where they neither counter the market demand for competent employees nor shield their employees from attractive opportunities (Cappelli, 2009). Organizations are not focused on minimizing employee turnover, rather they are keen on finding strategy for retention.

Employee turnover can be involuntary, where employees are terminated for poor performance or violation of work rules, while voluntary turnover is when employees choose to leave (Mathis & Jackson, 2008). Involuntary turnover occurs when employees fail to meet organizational policies, work rules and performance standards, while voluntary turnover can be caused by factors, such as leadership style and career opportunities. Commercial banks have always experienced key employees and high performers leave at critical time (Chelangat, 2020). Although some turnover is inevitable, organizations today acknowledge that minimizing turnover is critical (Wang & Wang, 2020). Thus, they must address controllable turnover.

Quality of Work Output. A quality driven philosophy and an efficiency as well as productivity-orientated mindset go together. A business that emphasizes efficiency achievements but ignores quality soon experiences low productivity, which leads to costs of wastage and loss of customer trust (Partner Africa, 2022). Similarly, focusing on high quality, at any cost, leads to reduced efficiency, hence loss of competitiveness. Quality of work involves precision, work discipline, adherence to work procedures, commitment to work and compliance with the rules (Yusriadi et al., 2021). High quality employee output is receiving more attention in organizations, rather than merely completing the work assig in a specified time (Sharma & Kundu, 2019). Authentic leaders are known to create organizational climate, where quality work output can be achieved. Quality work output has a positive influence on employee performance, where leadership motivates employees and provides rewards based on the quality of performance.

Commercial banking sector is primarily a service-driven industry. Therefore, service quality is key to achieving competitive advantage in the market. Service quality is defined as the overall attitude on the service by the organization (Al-Ibrahim, 2014). Services offered by commercial banks are assessed for the results, but more importantly for customer experience of the service process. Service quality is the gap between expected service and actual service experienced by customers (Chowdhary & Prakash, 2007). This gap may be measured by the level of customer satisfaction, which can be achieved by assessing the number of customer complaints or complements received in a specific period. The measurement of quality of service can be done by evaluating five dimensions of service quality (Sri et al., 2020). The first dimension is tangibles, which include appearance of physical facilities, equipment, personnel and communication materials. The second one is reliability, which includes ability to deliver the promised service, reliably and accurately. The third dimension is availability, which includes responsiveness to help and provide fast service to customers. The fourth one is guarantee, which involves knowledge, courtesy and trust of employees. The fifth dimension is empathy, which means personal customer care. Knowing the factors that influence quality work output helps to improve performance of employees of organizations. Thus, employees completed task or output needs to match the desired or expected quality. The benefits of quality output to the employee and organization include enhanced job satisfaction and reduced turnover intention (Chen et al., 2011). Quality output is a vital variable, which may be studied with regard to individual performance in the organization. According to Chen et al. (2011), if attention is only on the completion of the task and not the process of completing the task, quality can be compromised. This argument leads to the conclusion that productivity and efficiency are not enough for performance of employees, rather attention should focus ultimately on high quality work output. According to Ahmad et al. (2012), motivated employees offer improved quality services to the satisfaction of the customers. Thus, job satisfaction correlates with customer satisfaction based on service quality (Ghayas & Hussain, 2015).

Empirical Review

Authentic Leadership and Performance of Employees

Leadership style is now widely discussed in leadership studies, especially as it relates to performance of employees (Semedo et al., 2018). Leadership in organizations today is concerned with creating work climates, where employees can perform their tasks with high levels of commitment. Thus, positive leadership, particularly authentic leadership motivates employees to higher levels of performance, where they achieve organization's goals. Authentic leadership is imbedded in beliefs, values and moral principles that encourage performance of employees (Alshammari et al., 2015). Literature shows that authentic leadership increases employee performance (Clapp-Smith et al., 2009; Leroy et al., 2015; Wang et al., 2014; Ribeiro et al., 2018). This is partly attributed to authentic leaders who are able to effectively apply balanced processing of information and demonstrate consistency between their words and deeds (Banks et al., 2016). Authentic leadership improves performance of employees through the direction, resources and support employees receive from leaders.

A study by Ribeiro et al. (2018) sought to examine the relationship between authentic leadership and individual performance with affective commitment as the mediating variable. The study collected quantitative data from 212 employees of small and medium sized companies in central region of Portugal using an online survey design. The findings suggested that authentic leadership has positive influence on employee performance. The findings are in line with Rego et al.'s (2015) study, which suggested that perception of authentic leadership by employees influences their performance. A study by Duarte et al. (2021) examined the relationship between authentic leadership and improved individual performance. Data was collected from 214 employees drawn from different business segments in Lisbon, Portugal. The study used a 5-point Likert scale questionnaire and a cross sectional-survey design to collect quantitative data. The researchers sought to understand how authentic leadership affects individual performance. The findings indicated that there is a statistically significant effect of AL on employee performance. However, the researchers recommended a two-source method that surveys both leaders and employees. They further indicated that data were collected from a non-probabilistic convenience sample, which limits the generalizability of findings. A study by Nasab and Afshari (2019) focused on the effect of authentic leadership on performance of employees, with organizational commitment as the mediating role. Data were collected from 216 employees from tourism sector in Guilan province, Iran using a 19-item-scale survey. Data was analyzed using structural equation modelling. The findings showed that authentic leadership has a positive influence on employee performance. A study by Yasmin et al. (2020) established the influence of authentic leadership on employee performance. Data was collected from 114 employees of the Directorate, Faculty and Study Programs financial work units at the Universitas Pendidikan, Indonesia. Data was analyzed using simple regression with the help of SPSS and AMOS. The results revealed that authentic leadership has a positive effect on performance of employees. However, the results showed the effect of authentic leadership on performance of employees was only at 30% Coefficient. The study did not include any moderating factor, which would have clearly determined the strength and direction of the relationship. A study by Gatling et al. (2016) determined the influence of authentic leadership on retention of employee. They tested a sample of 236 students working as employees in the hospitality industry in USA. The results of structural equation modelling showed a positive effect of authentic leadership on employee turnover intention.

A study by Boateng et al. (2018) on antecedents of authentic leadership and organizational citizenship behaviours in selected institutions in Brong Ahafo region of Ghana investigated the antecedents of authentic leadership as a remedy for today's leadership crisis. The main aim was to examine the impact of authentic leadership on organizational citizenship behaviour. Organizational citizenship behaviour is a performance where an employee puts in extra effort beyond the formal job description. The researcher adopted a descriptive design. The study population consisted of three higher education institutions with 668 workers and a sample size of 250. Two types of questionnaires were used to separately collect data from employees and management. Both primary and secondary data were used. The findings revealed a significant positive relationship between authentic leadership and organizational citizenship behaviour or performance of employees broadly. Employees’ stress levels is known to affect their performance, which requires a competent leadership that can handle this kind of crisis. Research conducted by Oruh et al. (2021) focused on the effect of authentic leadership on stress levels of employees in the banking sector of Nigeria during the COVID-19 crisis. The study adopted a qualitative, interpretive methodology and used a thematic analysis process to draw and analyze data from semi-structured telephone interviews with 10 workers from banking sector in Nigeria. The findings showed that authentic leadership positively responded to employees’ stress levels during the COVID-19 pandemic. A study on authentic leadership and work engagement by Maximo et al. (2019) sought to establish the influence of authentic leadership on work engagement. Quantitative method and cross-sectional survey design were adopted. A sample of 244 employees of the South African mining industry participated in the study. The results revealed a significant relationship between authentic leadership and work engagement through trust in supervisors. The findings suggest that authentic leadership enhances trust in leaders of the mining sector, which leads to more engaged employees. Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace (Gallup, 2022). Employee engagement is associated with performance of employees to the extent that it could help authentic leaders to measure and manage employees' perspectives on their own performance.

Using descriptive survey design, Kuria et al. (2016) assessed the effect of leadership on the performance of health sector in Kenya. Both primary and secondary data were collected from 384 employees of selected hospitals in Kenya using questionnaires and interviews. Data was analyzed using mixed methods procedure, while multiple linear regression model was employed to test the relationship between variables. The findings of the study established that leadership has a statistically significant effect on PE of the health sector in Kenya.

Self-Awareness and Performance of Employees. Self-awareness (SA) is significantly contributes to authentic leadership development. Leaders that have SA characteristics are conversant with their self-view as well as others' view of them (Waida, 2021). Self-awareness positively influences relationships between leaders and employees in the organization (Abidin, 2017). Consequently, healthy relationships lead to improved employee performance, which in most cases relies on the motivational leader behaviour (Northouse, 2016). The effect of SA is often demonstrated through employee's level of efficiency, productivity, turnover intentions and quality of work output and (Karoki, 2016). Thus, the leader's level of SA largely determines the employees' level of performance (Hendricks, 2018). Self-awareness helps leaders to develop interest in knowing their employees, which means practical application for personal development (Neider & Schriesheim, 2011). The relationship between SA and PE is displayed when employees perceive leaders to possess values that exhibit kindness and inspiration as well as ethical position and right decision-making, which lead to improved employee performance (Banks et al., 2016). This relationship must be reciprocal, where a leader perceives employees as reliable and capable to perform highly. Research has shown that SA enhances teamwork (Lawrence et al., 2018).

Research shows scarcity of self-awareness among leaders in organizations (Muchiri & Gachunga; 2018; European Investment Bank, 2016; Rijsenbilt & Commandeur, 2013). A study by Hasanah and Mujanah (2020) established the effect of SA on employee performance in public works of Bangkalan district, Indonesia. The findings showed that the relationship between SA and the performance employees was not significant. On the other hand, a study by Alferaih (2022) showed opposite results. It investigated the effect of SA on employee performance in the telecom of Saudi Arabia. The cross-sectional study analyzed data from a sample of 202 Saudi Arabian telecom employees using structural equation modelling (SEM) helped by using SmartPLS3. The findings reported a positively significant effect of self-awareness on the performance of employees. A study by Dierdorff and Rubin (2015) examined the consequences of SA on team-level functioning and performance. Data were from a commercially available assessment instrument offered by Capsim Management Simulations (online software). Results from 515 teams consisting 2,658 individuals that completed a high fidelity team-based business simulation, showed that SA has a significant effect on team-level functioning and performance. The study findings imply that the damaging effects of low self-awareness are applicable at personal level, which is required to perform in team contexts. This demonstrates that lack of self-awareness at the individual level has related negative effects at the team level.

A study by Oba-Adenuga et al. (2022), found out the relationship between self-awareness and task performance among academic staff of selected private universities in Ogun State, Nigeria. Data from a sample of 308 were analyzed using descriptive and inferential statistics. The findings showed that self-awareness had a significant relationship with task performance. These results confirm need for the top leadership of institutions to train employees in order to acquire the competencies associated with self-awareness, which are important in improving employee performance.

Maloba and Wamwayi (2021) established the effect of SA on the performance of employee of insurance industry in Kenya. This study adopted a descriptive explanatory research design and the sample size was 218 respondents. The study used descriptive and inferential statistics to analyze quantitative data. A correlational analysis established that there was strong relationship between SA and PE of the insurance industry in Kenya. These results reinforce the recommendation to leadership of organizations to consider self-awareness as a critical tool for improving employee performance. These findings support the study by Tanui et al. (2018), which found out the relationship between self-awareness and effective leadership of County Governments in Kenya. Although the target population in this case was leadership (County Officials), the results translate to performance of employees. The study adopted descriptive survey research design. Quantitative data that was analyzed using correlation and regression models indicated a positively significant effect of self-awareness on effective leadership. Therefore, the results suggest that an increase in self-awareness positively leads to an increase in performance of employees. The current study established that SA has a significant effect on performance of employee, which concurs with most studies discussed in this section.

Relational Transparency and Performance of Employees. Transparency is one of the critical values in leadership, on which organizations are built. It enhances relationships between the organization, management and employees. Savola (2022) posits that relational transparency (RT) is attained when managers and employees become open and honest in the work place. Consequently, RT behaviour of a leader results into performance of employees (PE). Further, RT is a behaviour of AL that is known to develop resilience, hope and optimism leading to improved employee performance (Ribeiro et al., 2018). It is a critical behaviour for developing stable and meaningful relationships between leaders and employees (Kim, 2018). Several studies have been done to establish the influence of RT on the performance of employees.

A study by Hofmann and Strobel (2020) examined the influence of transparency on faculty members, specifically professors' job satisfaction and intent to leave their university. The online survey was used to collect data from 1606 professors in a large German federal state (Bavaria). Exploratory moderation analyzes indicated that the effects of transparency are present in the universities. Regression analyzes were used to establish specifically the influence of RT on employees' job satisfaction and intention to leave, which showed a significant positive effect. These results support Buell et al.'s (2016) view that insufficient information causes uncertainty and disengagement among employees, while being well informed is associated with feeling appreciated and leads to employee's job satisfaction and performance. This view concurs with O'Meara et al.'s (2016) assertion that lack of RT results into employee dissatisfaction of the organization's information policy and lead to poor PE, particularly increased employee turnover intentions. Therefore, these results emphasize the critical role of RT of leaders in influencing employee performance. A study by

A study by Sang (2016) found out the relationship between AL and job satisfaction of employees of state corporations in Kenya. The study tested four null hypotheses based on the four components of AL, including relational transparency that stated RT has no significant effect on employee job satisfaction. Literature suggests that high employee performance is directly and strongly related to high job satisfaction (Rezaei et al., 2020). Using correlation model, the results showed that RT had a significant effect on employee satisfaction. These results support (Mazutis & Slawinski, 2015), who argued that RT requires a leader to be open to scrutiny and feedback, which is essential to enhance employee job satisfaction. Additionally, PwC (2016) statistics have shown that workplace transparency is crucial in employee performance, where employees in high RT environment were 76% more productive than were employees in low RT environments. The current study established that there is a statistically significant relationship between RT and the performance of employees of commercial banks in Kenya. These findings support most of studies discussed in this section. Therefore, the study recommended trainings for both leaders and employees in order to gain competencies associated with RT.

Balanced Processing and Performance of Employees. The third objective of this study was to assess the effect of balanced processing on the performance of employees. Balanced processing is known to meet the need for autonomy and competence of employees (Zhang et al., 2018). According to Forsey (2019), leaders need to make decisions and stay true to them despite the opposition. They should also be able to receive and consider alternative viewpoints prior to choosing an action plan. Leaders with high BP are open to discussion, but equally stay true to their values. It is critical for leaders to solicit for opposing views, which helps them to see flaws in their initial decision or strengthen their argument by understanding all views. Therefore, an authentic leader with high BP creates a working environment in which employees feel safe to share their views.

Yon et al. (2016) conducted a study on the effect of authentic leadership on organizational commitment, self-efficacy and job satisfaction. They specifically established the effect of balanced processing on job satisfaction. The study used a survey technique and the study population was 248 employees working in Korea Gyeong-gi IT companies. Regression analysis and structural equation were used to analyze data through SPSS 20.0 and AMOS 20.0 program. The findings reported that balanced processing had no statistically significant effect on employee job satisfaction. It is worth of note that job satisfaction is an antecedent of employee performance (Rezaei et al., 2020). These results are regard the direct effect of authentic leadership on the attitudes and behaviours of the employees. The assumption is that, authentic leadership cannot influence job satisfaction directly, but it would require moderating other moderating variables. Based on these results and considering that job attitudes of employees are formed over time, a longitudinal study would be suitable to acquire useful information, rather than cross-sectional data that imposes limitations. A study by Hasan (2021) examined the authentic leadership practices and their role in enhancing the talent's capital. The specific hypothesis test was to establish whether there is a statistically significant effect of balanced processing on talent's capital. The study sample consisted of 90 employees of government banking sector in the two branches of the bank within the city of Amara, Iraq. The findings indicated a strong positive relationship between balanced processing and the talent's capital (R=0.74). Therefore, it is clear that there is awareness among employees about the content of AL, specifically the effect of balanced processing on enhancing talent capital development.

A study by Tijani and Okunbanjo (2020) found out the relationship between authentic leadership and organizational commitment with a focus on empirical evidence from information technology industry in Nigeria. The study used survey design and simple random sampling to get a sample of 151 employees in Techmahindra Nigeria. The findings of regression analysis showed that AL, particularly balanced processing had a positive and significant effect on organization commitment. The results reinforce the recommendation for management of organizations to organize training programs for leader development in all dimensions of AL including balanced processing. A similar study by Puni and Hilton (2020) established the relationship between the dimensions of authentic leadership and patient care quality of the nursing profession in Ghana. The study used explanatory and cross-sectional survey designs and sample size was 400 respondents consisting nurses and patients from selected general hospitals. The analysis used descriptive statistics, correlation and multi-linear regression techniques to yield results that showed the existence of a positive correlation between balanced processing, among other dimensions, and patient care quality. Thus, the results suggest that balanced processing dimension of AL is a reliable predictor of dependent variable outcomes, which in the current study is employee performance. These findings reinforce the suggestion for policy makers in organizations to consider balanced processing in their training programs in order to enhance employee performance. The results can be generalized to other context including banking sector to improve work output quality of employees.

A study by Sang (2016) established the effect of AL on job satisfaction of employees of state corporations in Kenya. One of the hypotheses tested stated that balanced processing has no significant effect on employee job satisfaction. Job satisfaction is associated with employee performance ((Rodrigo et al., 2022). A census survey was used to collect data from 244 employees of 10 State Corporations in Uasin Gishu County, Kenya. The study used multiple regression analysis to test the hypotheses. The results showed a positively significant effect of BP on employee satisfaction (r = 0.619). Therefore, the findings show that BP of leaders contributes to improved employee job satisfaction leading to high PE. A qualitative study conducted by Mukhwana (2021) investigated the characteristics of authentic entrepreneurial leadership within information technology start-ups in Kenya. The target population was entrepreneurs from ICT industry in Kenya aged 18 to 29 and had at least two-year experience in business. In-depth, semi-structured interviews of a purposeful sample of 10 business owners and secondary data were analyzed. Phenomenological data analysis involving the application of the hermeneutic circle and the constant comparison method yielded eight themes that included balanced processing of information, among others. All participants concurred that BP is a critical leadership component, which they use in their organizations to attain high performance. They further agreed that BP enables employees to achieve both individual and organizational goals. These findings indicate the importance of further research, particularly quantitative study, which is objective to determine the effect of BP on employee performance across other economic contexts.

Internalized Moral Perspective and Performance of Employees. This section focuses on the prior studies that have been conducted relating to Internalized moral perspective (IMP) and its effect on performance of employees or other observable independent variables. Internalized moral perspective of a leader involves maintaining coherence in expressed core principles and judgments and demonstrating justice and a high level of professional practice. Thus, a leader is motivated by internal ethical values, which he or she uses to regulate his or her actions. A study by Kasa et al. (2020) explored the effect of IMP of principals on commitment of teachers of Malaysian secondary schools in the district of Pendang. The study used a standardised questionnaire to collect quantitative data from 254 teachers randomly selected from ten national secondary schools. Results of data analyzed using SEM-PLS 3.0 software indicated that IMP dimension of authentic leadership significantly influenced teacher commitment. The results imply that leaders' principles and behaviours are consistent with their IMP, which should affect performance of employees.

A study conducted by Puni and Hilton (2020) investigated the relationships between dimensions of AL and patient care quality in the nursing profession of Ghana. The study used explanatory and cross-sectional survey designs. The data obtained from 400 respondents was analyzed using linear regression methods. Findings showed that all four dimensions of authentic leadership including balanced processing had a positive relationship with patient care quality. Worthy of note is that IMP had a positive significant relationship with patient care quality, making it the highest predictor of changes in the independent variable. These results are supported by the findings of the current study, which showed a significant relationship between IMP and performance of employees of commercial banks in Kenya at correlation value of 0.573.

A study by Sang (2019) investigated the effect of AL dimensions on Job satisfaction of employees of state corporations of Kenya. Explanatory research design and a census survey were employed to select the study population and a questionnaire was used to collect data from 244 employees of 10 State Corporations in Uasin Gishu County, Kenya. Correlation analysis results showed that IMP had a statistically significant effect on employee performance. Therefore, these results imply that leaders with high IMP have the capability of retaining their own personal values in the face of external pressures, hence enhancing employee performance (Idris & Suleiman, 2021).

Authentic Leadership and Motivation

Leadership is generally considered a critical factor in motivation for performance (Morrison, 2011; Parker et al., 2010). Although some scholars have examined the relationship between particular leadership styles such as transformational, transactional, charismatic as well as ethical leadership and motivation, empirical studies are still limited for emerging authentic leadership style (Den Hartog & Belschak, 2012; Martin et al., 2013). Authentic leadership proposes that self-awareness, relational transparency, internalized moral perspective and balanced processing influence higher levels of motivation (Ilies et al., 2005). Self-awareness refers to knowledge about self and the impact of self on others. Relational transparency is associated with true impression of self to others. Internalized moral perspective is about acts that are driven by core values and moral principles. Balanced processing refers to the process of analyzing all relevant information prior to making a decision. All these components of authentic leadership point in the direction of employee motivation, which could be intrinsic or extrinsic based on the level of self-determination (Ryan & Deci, 2018). Intrinsic motivation shows that employees invest energy at work for pleasure and satisfaction (Levesque-Côté et al., 2020). Employees may identify and follow a certain regulation with the aim of achieving valued personal goals to develop esteem (Zhang et al., 2016). Employee motivation may also be due to introjected regulation, whose intention is to avoid unpleasant feelings or to obtain rewards. On the other hand, motivation could be based on external regulation, whose purpose is to avoid negative consequences (Zhang et al., 2016). Most studies show that these regulation mechanisms account for various individual and organizational outcomes (Deci et al., 2017; Fernet et al., 2015).

Authentic leadership involves followers' work engagement and professional relationships, where self-reliance and sense of ownership characterize internalized motivation. Authentic leadership fosters adaptive motivation profiles that support employees' independence by providing voluntary feedback and recognizing employees' views (Ilies et al., 2005). It satisfies the need for independence, competency and affiliation based on Self-determination Theory, which is the underpinning independent motivation (Leroy et al., 2015).

The study by Guerrero et al. (2015) used data gathered from a sample of 606 non-executive board members of a Canadian credit union to test the relationship between authentic leadership on boards and non-executives' motivation. The study used a structured questionnaire of 7-point Likert scale to collect data were. Hypothesis validation indicated that authentic leadership model influences motivation, where motivated members of organization post high organizational performance. The study by Levesque-Côté et al. (2020) examined authentic leadership practices as theoretical antecedents of employees' motivation profiles. The study used latent profile analyzes, which were conducted on a sample of 501 employees from manufacturing and service sectors in Canada. The findings showed that employees who perceive leadership as authentic are highly motivated and self-determined. Authentic leadership practices were associated with the most adaptive motivation profiles, where employees displayed higher organizational commitment, higher performance and lower turnover intentions. The study further established that the internalized moral perspective aspect of authentic leadership predicted high motivation. This suggests that authentic leaders who model for the followers enhance leader-follower relationships (Avolio et al., 2004). Leaders' internalized moral perspective motivates employees to increase effort at work, not just for prestige, but also for moral responsibility (Levesque-Côté et al., 2020). With regard to relational transparency, Levesque-Côté et al.'s (2020) study predicted motivation for both self-motivated and less self-motivated employees, although it did not differentially predict employee orientation into the two profiles. Leaders who self-disclose inspire commitment at work, which leads to satisfaction achievement of both individual and professional goals. These studies build on previous studies concerning motivational processes in authentic leadership, which mainly focused on self-determined work regulation and needs satisfaction (Guerrero et al., 2015; Leroy et al., 2015). Levesque-Côté et al.'s (2020) study shows how authentic leadership affects work regulations and their patterns among employees. Thus, employees who perceive leaders as authentic are likely to repeat similar behaviour, which leads them to own independent motivation (Leroy et al., 2015). The current study focused on the result of authentic leadership, which is employee performance within commercial banks in Kenya. Therefore, the intensity of high quality motivation that predicts favourable organizational outcomes is embraced. One of the predicted outcomes of the current study is rate of employee turnover intentions, which could mean highly motivated employees. The study by Levesque-Côté et al. (2020) showed that highly motivated employees have a tendency of higher organizational commitment and task performance with least intention to leave. Employees with higher self-motivation are able to function optimally regardless of the level of introjected and external regulation (Howard et al., 2016; Gillet et al., 2017). Thus, when employees are driven by pleasure and interest, the gain of self-worth or social approval neither affects their job attitudes, such as commitment and turnover intentions nor their behaviours, such as related to performance. Self-worth or social endorsement can, to some extent, limit employees work motivation and satisfaction. Levesque-Côté et al.'s (2020) study contributes to the knowledge concerning predictors of motivation profiles. Previous researches concentrated on unchangeable personal behaviours or on isolated leadership components (Howard et al., 2016; Gillet et al., 2017; Graves et al., 2015). However, Levesque-Côté et al.'s (2020) study shows that authentic leadership is a key driver of work motivation because of its modifiable characteristics. Based on this fact, one can conclude that leaders exist in organizations to encourage employees' self-motivation (Deci et al., 2017).

Authentic leaders can influence motivation through leadership behaviours that are rooted in Authentic Leadership Theory (Avolio & Luthans, 2006). For example, Gardner et al. (2005) and Ilies et al. (2005) have described personal and social identification processes as places where followers identify with authentic leaders and their values. Positive modelling of the various components of authentic leadership, which include self-awareness, balanced processing, relational transparency and internalized perspective, has been consistently identified as a primary mechanism for authentic leaders' influence as well as followers' development and motivation (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005; Avolio & Luthans, 2006; May et al., 2003; Shamir & Eilam, 2005). Employees who perceive their leaders as being authentic are motivated to increase effort at work and ultimately achieve organizational goals. Based on this understanding, authentic leaders are likely to model for their subordinates by demonstrating transparent decision-making, confidence, optimism, hope, resilience and consistency between their words and actions (Avolio & Luthans, 2006). Based on the prior studies, one could conclude that authentic leadership has positive influence on motivation. However, the effect of each component of authentic leadership on motivation has gained little understanding (Gardner et al., 2005; Ilies et al., 2005). The current study sought to fill this gap by examining the effect of self-awareness, balanced processing, relational transparency and internalized moral perspective on motivation.

Motivation and Performance of Employees

Several studies indicate that motivated employees display job satisfaction, fulfilment and commitment behaviours, which lead to improved performance of employees (Muchiri & Gachunga, 2018; Ololube, 2006). This conclusion is in line with Armstrong and Taylor's (2014) claim that employee productivity is influenced by motivation. Motivation is one of the critical elements for performance of employees, because it ultimately leads to achievement of organization's goals (Berman, 2016). A study by Ekundayo and Ayoade (2017) investigated the effect of motivation on employee performance among selected insurance companies in Nigeria. Using a structured questionnaire, primary data was gathered from 100 respondents that included management and other employees. The findings showed a positive and significant effect of motivation on employee performance. This outcome is supported by the conclusion of Robbins and Judge (2019) that lack of motivational leadership support to subordinates leads to decline in performance of employees. Hermina and Yosepha's (2019) study examined the effect of leadership style, motivation and work discipline on performance of employees at PT Trakindo Utama Pontianak Indonesia. The study adopted survey research technique. Data was primary and collected using observation, questionnaire and literature study. The research population was 50 employees of PT Trakindo Utama Pontianak and sampling used a census method. Data was analyzed with the help of SPSS computer software tool. The findings showed that motivation has a significant effect on performance of employees. A study by Oktarina et al. (2020) assessed the influence of job satisfaction on employee commitment, with motivation as a moderating variable. The study applied causal design research method. The study used a questionnaire to collect data from 170 employees of PTPN VII area head office, which is an Indonesian state-owned plantation company. The findings showed that motivation has a significant direct effect on performance of employees. The study further established that motivation has a significant moderating effect on the relationship between job satisfaction and performance of employees. A quantitative study by Rivai et al. (2018) sought to establish the role of motivation as a moderator in the relationship between training and performance of employees. Data was collected from 174 nurses in the regional hospitals of West Sumatra Province, Indonesia using a questionnaire. The findings showed that motivation moderates the relationship between training and job performance.

Ekundayo and Ayoade (2017) conducted a study on the impact of motivation on performance of employees of selected insurance companies in Nigeria. The study used a 4 point Likert scale structured questionnaire to collect data (primary) from 100 respondents that included management and staff members of the selected insurance companies. The study used stratified random sampling and simple random sampling to select respondents. The findings indicated a positive relationship between motivation and performance of employees.

A study by Mohamud et al. (2017) aimed at finding out the effect of motivation on PE of Hormuud Company of Mogadishu Somalia. The study adopted descriptive research design. The target population was 5000 with a sample size of 60. The Data was collected using a structured questionnaire and analyzed using regression analysis with the help of SPSS tool. The results revealed a positive relationship between motivation and performance of employees. The researchers recommended enhanced employee motivation in organizations, which ensures low turnover intentions, improved productivity, efficiency and quality.

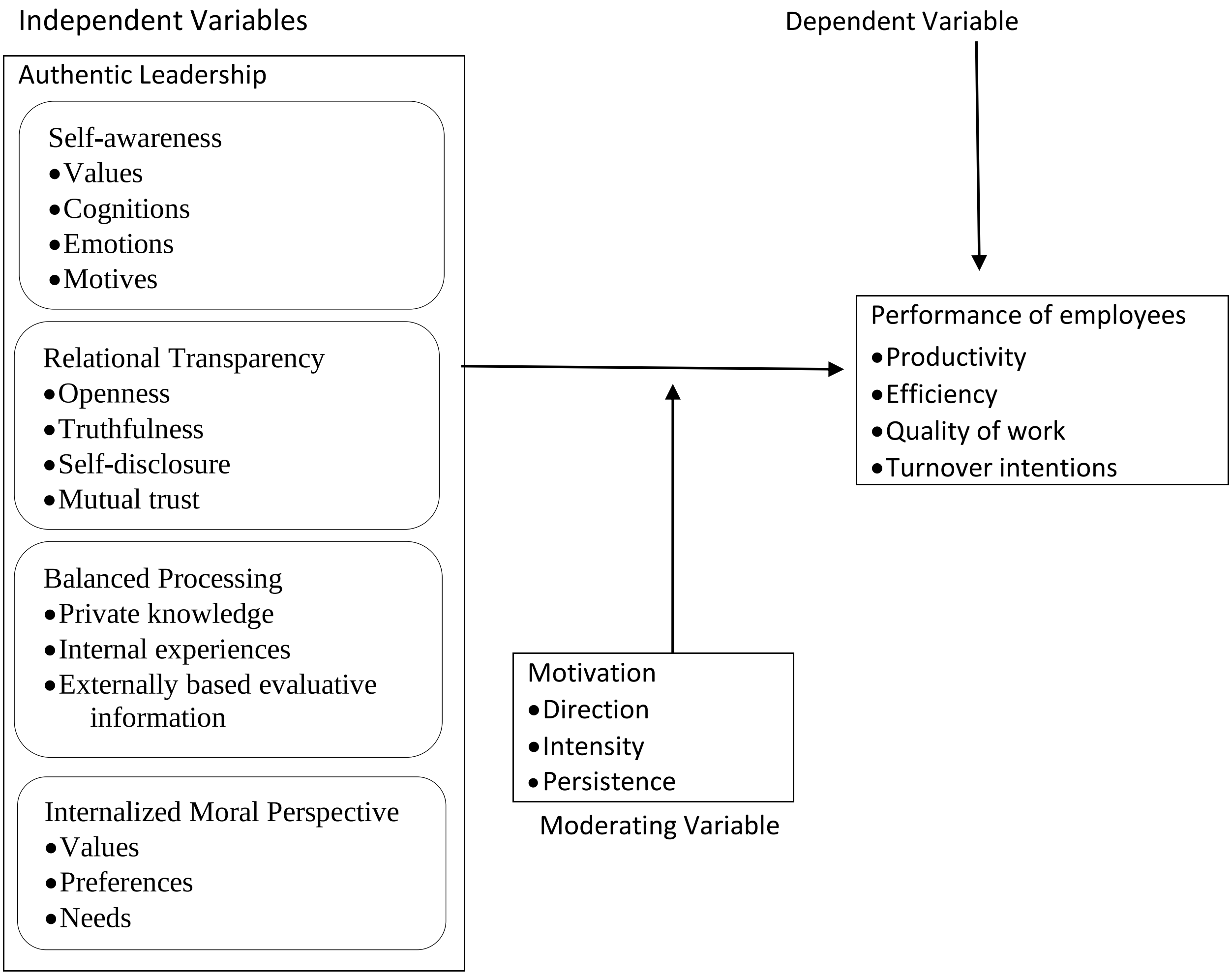
A study conducted by Shilaho (2019) examined the effect of motivation on performance of employees of commercial banks in Kenya. The study used descriptive research design on the population of 41 commercial banks in Kenya and collected data using questionnaires. Descriptive statistics was adopted to analyze data, which was quantitative. The findings showed that motivation had significantly influenced performance of employees. However, the study did not consider motivation as a moderating variable. Another study by Gachengo and Wekesa (2017) established the influence of motivation on employee performance in the National Bank of Kenya. The study adopted descriptive design. The target population was 124 employees from all cadres. The researchers used stratified random sampling to select a sample size of 95 respondents. Data were collected using questionnaires that were personally administered. Descriptive and inferential statistics were used to analyze data with the help of SPSS. The findings showed that motivation had a statistically significant influence on employee performance. The study was confined to one commercial bank as a case study, which gives it a limited application in the industry. The current study involved all commercial banks in Kenya for purposes of generalizability.

Conceptual Framework

A conceptual framework is a result of bringing together a number of related concepts to explain or predict a given event or give a broad understanding of the phenomenon of interest or a research problem (Imenda, 2014). In this study, conceptual framework explains the relationship between authentic leadership, which is a predictor variable and employee performance, which is a dependent variable as well as motivation, which s the moderating variable (Ravitch & Riggan, 2017). This conceptual framework explains graphically the presumed relationship among the variables, concepts and indicators thereof (Miles et al., 2014). The conceptual framework shows the hypothesis that authentic leadership and motivation have significantly affect the PE of commercial banks in Kenya. It also shows the relationship between the three variables, which include authentic leadership (independent), performance of employees (dependent) and motivation as a moderating variable (Bulut & Alpkan, 2006). The framework shows the association of the leaders' self-awareness, relational transparency, balanced processing and internalized moral perspective with motivation. The motivation variable influences the relationship between authentic leadership and performance of employees (Bhattacherjee, 2012). Thus, a moderator variable is a third variable that changes the nature of the original relationship between the independent and dependent variables (Zikmund & Babin, 2010; Sekaran & Bougie, 2019). In this study, motivation is the moderating variable that influences the strength of the relationship between AL and PE. Therefore, this conceptual framework gives a roadmap to the study, where it shows the relationship between authentic leadership, motivation and performance of employees as well as the related concepts and indicators.

Figure 2.1

Conceptual Framework



Summary of Research Gaps

Authentic leadership has attracted a lot of research attention both empirical studies and literature review. This attention could be attributed to its nascent stage as well as its importance to performance of organizations. Empirical review confirms that authentic leadership, which is an independent variable constituting four components, has a statistically significant effect on employee performance. However, these studies assumed that authentic leadership in one context is applicable to another context. Few studies have conducted similar researches in the context of commercial banking industry in Kenya. This study filled this gap by investigating the effect of authentic leadership and motivation on the performance of employees of commercial banks in Kenya. Additionally, few studies have considered together the effect of authentic leadership, motivation and employee performance in one research. This study examined the moderating effect of motivation on the relationship between AL and PE, thereby filling the knowledge gap in the area of leadership studies. Although, AL is still in development stage, little existing literature has focused on the on the application of authentic leadership in Africa. This study has filled this gap by publishing the findings in three international peer reviewed journals. Self-awareness, relational transparency, balanced processing of information and internalized moral perspective are important components that constitute authentic leadership. Few studies have delved into the depth of conceptualization and understanding these components and their effect on performance of employees, singly or collectively. Although in the literature, it is argued that the leader's authenticity is accomplished when all the four components are present (Arda et al., 2016), the current study examined the degree of each component's influence on the performance of employees. The extant literature shows that authentic leader behaviour is mostly learned vicariously through observations of other leaders or experiences provided by social models (Gardner et al., 2005). This indicates lack of a properly structured AL model that can be used by organizations to enhance authentic leadership practice. This study recommended an authentic leadership development model for leaders in organizations. The literature review has not explained how authentic leadership responds to cases of poor performance of employees in commercial banks, where reports of employee turnover have been on the upward trajectory (European Investment Bank, 2016). This study filled this gap by showing how each components of AL together with motivation influences performance of employees. It is notable that these results are generalizable to other contexts. The other gap in literature is the assumption that all leaders react the same in different situations, which authentic leadership does not explain the leader behaviour in different organizational contexts. This study recommended a similar research to be conducted in other contexts beyond commercial banks in Kenya.

Motivated employees contribute significantly to performance of employees (Levesque-Côté et al., 2020). Such motivation is developed when employees perceive their leaders as authentic. However, mechanisms underlying the motivating role of authentic leaders is still poorly understood (Ilies et al. (2005). The three components of motivation, that is, direction, intensity and persistence, have not received much attention in motivation studies (Ivancevich & Konopaske, 2014). Literature review has dwelled much on motivation as an independent variable that affects performance, but has not expounded on the moderating effect of motivation. This study filled this gap in by examining the moderating effect of motivation between AL and PE.

Although, performance of employees is a measurable variable that can use various measuring approaches (Jing & Avery, 2016), there is no agreement in literature about the measurement standards. In addition, employee performance and performance measurement have not received sufficient attention in the leadership field (Richard et al., 2009). Although, performance measures are generally categorized as productivity, safety, efficiency effectiveness, timeliness and quality (Ondoro, 2015), it is not clear in literature review how these measures are operationalized. Consequently, a significant percentage of the variation in PE has not been elucidated (Etiennot et al., 2013). Prior to the current study, previous researches concentrated on organizational performance with little regard to employee performance (Hofmann & Jones, 2005; Keller, 2006; Lim & Ployhart, 2004). This study found out the effect of AL on PE in the commercial banking industry.

The most critical literature gap that this study filled is related to lack of empirical studies in the commercial banking industry that focuses clearly on authentic leadership. The literature reviewed was relatively general and focused on different leadership types, even when the subject of study was about authentic leadership and employee performance. The studies that focused on authentic leadership targeted the performance of employees of other institutions or performance of institutions rather than employees. Prior to this study, few literature reviews had specifically demonstrated the relationship between authentic leadership and performance of employees. This research filled this important knowledge gap by academic publications in the peer-reviewed journals. The study was specific on the relationship between self-awareness, relational transparency, balanced processing and internalized moral perspective and performance of employees (Singh et al., 2016).

Prior researches have employed mixed methods and in many cases qualitative methods to investigate the relationship between AL and PE, whose findings are more subjective than objective. This research used quantitative research method, which is objective to establish the effect each of the four components of authentic leadership and motivation on employee performance. This approach filled the methodological gap in authentic leadership area of study.

Theoretical Review`

A theoretical review is a specialized way of presenting several theories or concepts that are focused on a particular subject and comparing these theories based on assumptions, logical consistency and scope of explanation (Neuman, 2014). Thus, a theoretical review provides a framework by which variables in the study can be explained from a multiple perspective. This section presents and discusses four theories underpinning the study, which include Authentic Leadership Theory, Hierarchy of Needs Theory, Social Exchange Theory and Path-Goal Theory.

Authentic Leadership Theory

Authentic leadership Theory is a composite theory that uses authentic and humanistic principles to leadership theory with the belief that being true to one-self yields positive results (Johnson, 2019). It is premised on the ability of authentic leaders to mobilize their followers towards organizational performance (Levesque-Côté et al., 2020). According to Waida (2021), Authentic Leadership Theory is a set of qualities, values and skills someone should possess if he or she wants to be an effective leader. It is worth noting that Authentic Leadership Theory may be used with any other leadership type and is believed to have a positive and significant influence on the performance of employees (Gardner et al., 2005). Thus, Authentic Leadership Theory defines the most desirable qualities a leader should have as actionable behaviours one can develop over time (Waida, 2021). Proponents of Authentic Leadership Theory claim that success in leadership is strongly dependent on leader authenticity (George, 2003). Some of the proponents of this theory include Avolio and Luthans (2006), George (2003, 2007) and Walumbwa et al. (2008). Authentic Leadership Theory is associated with authentic leadership construct, which George (2003, 2007) suggested is the primary factor in effective leadership, regardless of the leadership style. The theory advocates for purpose-driven leaders who are value-centred, relational-oriented, initiative and sympathetic. This theory established by Bill George is broken up into five categories of linked ideas, which include purpose tied to passion, behaviour based on values, connectedness in relationships, consistency built on self-discipline and compassion from the heart. Each of these elements describes an observable characteristic the leader should have in order to be perceived as authentic. Being authentic is needed in leadership because it translates to a leader who can make decisions transparently, with empathy and altruism (Waida, 2021).

The publication by Avolio and Luthans (2006) on authentic leadership development and positive organizational scholarship helped to ignite this area of research. Although, still in its early phases of development, Authentic Leadership Theory is emergent in the literature of social science (Northouse, 2019). Authentic Leadership Theory is drawn from the fields of leadership, positive organizational scholarship and ethics (Cooper et al., 2005, Gardner et al., 2005). According to Walumbwa et al. (2008), Authentic Leadership Theory is a style is associated with a leader AL behaviour emerging from positive psychology and is embedded in morality. It describes the essential qualities of authentic leadership and how individuals can develop these qualities to become authentic leaders. Further, this theory specifically advocates for purpose-driven leaders, who are also value-centred, relational-oriented, initiative and sympathetic (George, 2003). The career combination of George gives evidence of the existence of a link between theory and practice of AL (Covelli & Mason, 2017). In subsequent researches and development, George propagated Authentic Leadership Theory in management studies and popular culture by reflecting on his success in the business world (George & Sims, 2007). This theory is associated with AL style, which is viewed as the foundation of all positive forms of leadership (Nikolić et al., 2020; Johnson, 2019). Authentic Leadership Theory suggests that an authentic leader must be true to self and authentic in action, because authenticity is the indicator of successful leadership (Walumbwa et al., 2008).

Authentic Leadership Theory advocates for a leader behaviour that draws upon and promotes both positive psychological capacities as well as a positive ethical climate (Walumbwa et al., 2008). Authentic leadership is a contemporary thinking of researchers about Authentic Leadership Theory and practice (Northouse, 2019). The continuous development of Authentic Leadership Theory has led to various models of AL. Gardner et al. (2005) model frames authentic leadership around the developmental processes of leader and follower self-awareness and self-regulation. Ilies et al. (2005) multi-component model discusses the impact of authenticity on leaders' and followers' happiness and well-being. Avolio and Luthans (2006) model explains authentic leadership as a developmental process. Northouse (2019) model considers authentic leadership components as a process. Authentic leadership process entails learning and developing these components over time (Northouse, 2019).

Since Authentic Leadership Theory is still developing, more antecedents that influence the development process could emerge. Currently, moral reasoning capacities, critical life events and positive psychological capacities emerge as factors that significantly influence authentic leaders (Northouse, 2019). Leaders who develop positive psychological capacities, which include confidence, hope, optimism and resilience, often create a positive organizational climate (Walumbwa et al., 2011). However, critics of this theory have argued against its claim of promoting ethical leadership (Demont-Biaggi, 2019). According to Northouse (2019), the moral component of Authentic Leadership Theory is not fully explained. Authentic leadership infers that leaders are motivated by values, such as justice and community. However, Northouse (2019) argued that the proponents of the theory have not explained clearly how these values influence authentic leadership. Further, a practical approach could give insights on authentic leadership, but it does not have a comprehensive empirical base and validity (Northouse, 2019). Additionally, the concepts established in the practical method of AL require research support so that they can serve as explanations of authentic leadership process. Some researchers argue that the inclusion of positive leader capacities in authentic leadership widens the theory of AL to the extent that it becomes difficult to measure (Cooper et al., 2005). The current study sought to fill this empirical gap in light of the fact that authentic leadership is a new field of study, whose influence on performance of employees is not yet clear (Northouse, 2019). This claim is supported by the fact that there are a few data on outcomes, yet these data are necessary to substantiate the value of the theory. Thus, it is not clear whether this approach is effective, in what contexts it is effective and whether it results in productive outcomes (Northouse, 2019). It is also not clear in the research whether authentic leadership is sufficient to achieve organizational goals. Additionally, the theory of authentic leadership is complex in its application of both authentic and humanistic principles (Johnson, 2019). According to Northouse (2019), future research would be needed to explore how Authentic Leadership Theory is related to organizational outcomes. This need is what the current study attempted to meet by subjecting the four components of AL to hypotheses test, in order to establish the influence of each component on performance of employees.

Authentic Leadership Theory has developed some concepts and principles that can be tested to establish whether it has any effect on organizational outcomes. Consequently, developing the core components of authentic leadership will enhance ethical climate in organizations (Cianci et al., 2014). The current study tested the null hypothesis that authentic leadership does not significantly affect performance of employees of commercial banks in Kenya. This theory is applicable in the current study, because of its measurability by instruments such as authentic leadership questionnaire (Walumbwa et al., 2008). Authentic Leadership Theory is refined as more research is conducted, which leads to an established theory-based instrument. This study sought to develop an instrument of inquiry that can be reliable for future research.

Hierarchy of Needs Theory

Hierarchy of Needs Theory was developed in 1943 by Abraham Maslow and its influence on motivation was established. This theory is linked to motivation and was established by Maslow (1943) and promoted by Maslow et al. (1998). The theory advances the notion that people are motivated by unfulfilled needs. These human needs are organized in a hierarchical order of importance as: physiological, safety, belongingness, esteem and self-actualization. Based on this order, leaders select motivational techniques accordingly. Some of the proponents of this theory include Taormina and Gao (2013), Brandyberry et al. (2010) and Uysal et al. (2017). Brandyberry et al. (2010) adopted the hierarchy to determine antecedents of perceived usefulness in the individual adoption of social networking services. According to this Theory, needs vary based on time and circumstances (Uysal et al., 2017). It is widely believed that the Hierarchy of Needs Theory is the greatest humanistic theory influencing Authentic Leadership Theory (Maslow, 2014). Based on the hierarchical order of importance, people will always try to satisfy basic needs before satisfying the next level needs. The hierarchical order of needs is what defines and gives meaning to Maslow’s theory (Ivancevich & Konopaske, 2014). Physiological needs include food, drink, shelter and relief from pain. Safety and security needs include freedom from threat, security from threatening events or surroundings. Belongingness, social and love needs include friendship, affiliation, interaction and love. Esteem need includes self-esteem and esteem from others. Self-actualization need is about fulfilling oneself by making maximum use of abilities, skills and potential. Maslow proposed that unfulfilled needs are predominant and that the next higher level of needs is not triggered until the predominant need is adequately satisfied. Thus, a person only progresses up the need hierarchy once a lower level of need is adequately satisfied.

The current study established the effect of authentic leadership and motivation on performance of employees of CBs in Kenya. Although leadership significantly contributes to performance of employees, this significance could be moderated by the level of motivation. According to Owek et al. (2021), an increase in motivation leads to an increase in employee performance. Salary remuneration is an example of motivation that is associated with physiological need on the hierarchy of needs. The Hierarchy of Needs Theory has received both support and criticism in the literature. Despite varying opinions, this theory has recurred in literature and has continued to draw attention from both theorists and researchers. This makes it deserving of research attention (Taormina & Gao, 2013). Every productive and successful organization requires employees who are motivated to achieve excellent results in a highly developed organizational context (Gignac & Palmer, 2011). Maslow's Hierarchy of Needs Theory is criticised because it condemns a person to individuality for self-actualization, but the reflection of relationships on personal development is lacking (Hanley & Abell, 2002). The new model developed by Hanley and Abell (2002) proposed changes to the hierarchy of needs to take into account positive aspects of interpersonal relationships. Hanley and Abell (2002) argued that Maslow's model did not consider the role of relationships in individual development at each separate level of the hierarchy. Hanley and Abell (2002) as well as other thinkers from various backgrounds criticized the theory for its inclination towards the Western view. According to Hanley and Abell (2002), the theory is entirely personal-development oriented. This argument may not be entirely true considering the fact that employee satisfaction is about employee's needs on the hierarchy being fulfilled. Such an employee is not just about personal development, but demonstrates intensity in effort to achieve organizational goals (Owusu, 2012). According to Uysal et al. (2017), cultural diversity is determinative in the hierarchy of needs order. Critiques of need-based theories doubt the adequacy of Maslow's model to explain the behaviours of employees (Yang, 2003; Jex & Britt, 2014). Although, Maslow developed his needs hierarchy based largely on clinical observations rather than systematic empirical research, his theory has become quite influential in many fields, which include organizational psychology (Jex & Britt, 2014). Focusing on the needs of employees, Maslow's model showed that the employees in various professions reordered the hierarchy of needs. This re-order could be attributed to the question concerning the validity of Maslow's theory to the 21st century employees and its applicability across professions.

Maslow's theory assumes the immutability of the needs hierarchy order (Uysal et al., 2017). According to Uysal et al. (2017) the needs of contemporary workforce measured without professional classification are dynamic in the 21st century, which contradicts Maslow's theory. This theory attempts to motivate employees across professions with the assumption that organizational climate is similar in all organizations. Uysal et al. (2017) further argued that the order of employees' needs vary depending on profession, work returns, work status, social perception and social structure. Maslow's theory suggestion that individuals satisfy needs at the bottom of the hierarchy before satisfying the next level of needs assumes that everyone has need to grow and develop. This assumption infers that employees will continuously ascend the hierarchy to satisfy these needs. However, not every employee has the same hierarchy of needs (Ivancevich & Konopaske, 2014; Remi et al., 2011). The current study's context is an environment where everyone aspires to grow and develop, especially where authentic leaders exist, which makes Maslow's theory relevant.

Hierarchy of Needs Theory is associated with motivation because they are both about job satisfaction, which is indicated by components of Maslow's hierarchy of needs. Theory testing entails examining the hypothesized relationships among the variables. Testing variables requires viable measures to assess the needs and theorized relationships among them as well as their ability to predict certain outcomes (Taormina & Gao, 2013). Motivation comprises three indicators, which include direction, intensity and persistence (Ivancevich & Konopaske, 2014). Thus, this study established the moderating effect of motivation on the relationship between authentic leadership and organizational performance. Employees tasks often require group work, job security, esteem, career progression, organizational climate and belongingness (Uysal et al., 2017).

Social Exchange Theory

Social Exchange Theory is a sociological and socio-psychological view that defines stability and social change as a process, which involves negotiated exchanges amongst parties (Hakkinen, 2012). The theory was developed by Homans (1961) and advanced by Emerson (1962) and Blau (1964). According to Homans (1961), social exchange encompasses exchange of activity, which could be tangible or intangible as well as rewarding or costly amongst parties. One of the proponents of Social Exchange Theory, Blau (1964) associated it with an individual's voluntary behaviour that is considered aa response to others' positive behaviour. This theory supports authentic leadership dimension of relational transparency (RT), based on the understanding that RT forms a basis for conditional trust as well as a deep sense of internal trust (Avolio & Luthans, 2006). Additionally, trust in the leader forms the basis for social exchange, which is advanced through reciprocal encounters amongst leaders and their followers (Tyagi & Puri, 2017).

According to Emerson (1962), Power Dependence Theory of social exchanges shows that when a person values resources that are under the control of another, they become dependent and less privileged in the relationship. Thus, the relational aspect of social exchange emphasizes the relationship between a leader and followers, where the followers are convinced about a reciprocity process and therefore, ready to engage their leaders (Hakkinen, 2012). It is worth of note that reciprocity thrives where trust between leaders and followers is valued. Thus, the theory underpins the conduct and relationship of people at work, which means that relations between parties involve reciprocity (Blau, 2017). Social Exchange Theory supports quality interactions that are related to reciprocity (Peus et al., 2012). Therefore, the theory proposes that the rewarding services supplied necessitate the supply of benefits, in return. It is clear that Social Exchange Theory is an important instrument for researchers to investigate employment relationship at work. Cropanzano and Mitchell (2005) are proponents of Social Exchange Theory who promoted the idea of developing relationships through loyalty, mutual commitment and trust. The theory supports relational transparency, which has values that include mutual trust and self-disclosure (Kernis & Goldman, 2006). The central principle and feature of human interaction in Social Exchange Theory are the exchange of social and material resources (Homans, 2016). These fundamental premises are an indication of the value organizations have for the contribution made by employees, hence the reciprocal care for their welfare (Meira & Hancer, 2021). This viewpoint is in line with Graen and Uhl-Bien's (1995) suggestion that effective leadership processes occur when leaders and followers develop and maintain high-quality social exchange relationships. Unlike transactional leadership, where social exchange is primarily limited to material exchange for fulfilment of the employment contract, social exchange in AL is not limited to material transactions only, rather it extends to psychological benefits, such as approval, trust, esteem, support and consideration (Graen & Uhl-Bien, 1995). However, high-quality relationships, based on social exchange of mutual liking, trust, obligation and respect involve formal monetary exchange (Khan & Malik, 2017). Therefore, Social Exchange Theory emphasizes both transactional and interdependence relationship between leaders and their subordinates, which justifies high RT and PE. Thus, the support and resources leaders accord their employees influences employee performance (Sepdiningtyas & Santoso, 2017).

Social Exchange Theory supports authentic leadership, which enables social exchange relations amongst leaders and followers by encouraging constructive feedback and open sharing of information (Peus et al., 2012). Thus, positive social exchange yields balanced processing and relational transparency, which are components of authentic leadership in the current study. Studies show that AL positively influences social exchange leading to improved employee performance (Gill & Caza, 2018; Wang et al., 2014; Dietl & Reb, 2021). Therefore, leaders develop relationships based on trust and provide employees with social rewards to inspire performance. Thus, leader behaviour that engages in social exchange is associated with relational transparency and balanced processing of AL.

Path–Goal Theory

The Path-goal Theory was established by House (1971). The theory advanced the notion that a leader needs to identify goals, which are valued by individual employees and create paths to those goals (Mobley et al., 2009). It supports employee performance, which is a dependent variable in the current study. Performance of employees is indicated by how employees behave at the workplace and how they perform their tasks as (Donohoe, 2019). Path-goal Theory was earlier proposed by Horner (1997), who examined the significance of followership in the work of a leader. Horner (1997) suggested that the core task of a leader in Path-Goal Theory is to promote suitable behaviours in the followers to achieve goals. Consequently, the effectiveness of a leader would be dependent on the independence and performance of the employee. Thus, Path-Goal Theory involves the leader aligning follower paths with individual and organizational goals. Vroom and Jago's (2007) support this view, when they assert that it is the leader's responsibility to elucidate expectations and match employee actions with the prevailing situation to produce job satisfaction. This theory focuses on the employee performance and achieving of organization's goals (Malakyan, 2014). The theory suggests three outcomes. First, directive leadership yields greater employee satisfaction when tasks are ambiguous than when they are highly structured. Second, supportive leadership leads to high performance of employees in structured tasks. Third, directive leadership is likely to be perceived as redundant among employees with high aptitude (Mobley et al., 2009).

Consequently, the leader's responsibility involves ability to match the nature of the task and employee's attributes, which would determine the ideal approach. Thus, the theory explains the fit between the leadership style and employee personality. In this case, the leader chooses a style that meets the needs of the employee. This theory is important to the leaders in understanding their responsibility of providing the necessary support that employees require to attain goals, which are compatible with the objectives of the organization (Robbins & Judge, 2019). Leadership can support employees to achieve the organization's goals by providing information, rewards, coaching as well as directing. Path-goal Theory has innate application, particularly from a goal attainment perspective. The theory forms a valuable framework for examining the role of leadership, which is to help followers in pursuing the path that leads to goal achievement (Vecchio et al., 2008). This framework involves selection of specific leadership behaviours that fit the employees' needs and the conditions in which they work. Thus, Path-Goal Theory focuses on the performance of employees and the leader's responsibility in the process (Northouse, 2019). Selection of a fitting leadership style increases the employee's expectations for high performance and satisfaction. Path–Goal Theory suggests that different leadership styles influence employees in different ways, based on the employee's personality and nature of the task. Some of the leadership approaches identified in Path-Goal Theory include directive, supportive, participative and achievement-oriented leadership (House & Mitchell, 1974). These four basic leadership styles are deployed based on how they fit the work environment and employees' needs (Nohria & Khurana, 2014). Path-Goal Theory suggests four leadership behaviours that can be deployed to enable employees achieve higher performance (Northouse, 2019). First, a directive leader instructs followers about expectation from them, task implementation and deadlines for task completion. Thus, a directive leader sets clear standards of performance as well as making the rules and regulations clear to employees. Second, a supportive leadership demands the leader to be friendly and approachable as well as be able to attend to the well-being of followers. Such leaders treat employees with respect as colleagues. Third, participative leadership invites followers to participate in decision-making. A participative leader listens to the employees' ideas and opinions before making organizational decisions. Fourth, achievement-oriented leadership is exemplified by leaders, who challenge employees to higher performance. This type of a leader establishes high standards of performance for employees and seeks continuous improvement. Achievement-oriented leaders believe in their followers to set and accomplish challenging goals. The current study associates performance of employees to path-goal theory, where leaders influence the behaviour of employees towards performance and achievement of organizational goals.

Chapter Summary

This chapter has discussed variables of the study, which included authentic leadership, performance of employees and motivation. Theories discussed include: Authentic Leadership Theory, Hierarchy of Needs Theory, Social Exchange Theory and Path-goal Theory. Other areas discussed include behaviours of an authentic leader, which include: self-awareness, relational transparency, balanced processing and internalized moral perspective. Characteristics of motivation included direction, intensity and persistence. Indicators of performance of employees included: productivity, efficiency, quality work output and turnover intentions. This chapter has also discussed the connections that exist between authentic leadership and motivation; authentic leadership and performance of employees as well as motivation and performance of employees. The other connections discussed include relational transparency and performance of employees; self-awareness and performance of employees; balanced processing and performance of employees as well as internalized moral perspective and performance of employees. Finally, the research gaps identified in the literature were addressed by assessing the relationships between variables using the research methodology discussed in the next chapter.

Chapter Three

Research Methodology

Introduction

This chapter presents and discusses methods that the researcher employed to test the hypotheses stated in chapter one. Aspects of research methodology discussed include research philosophy, research design, study population, sample and sampling procedure, types of data, data collection methods and procedures as well as data analysis. Additionally, the chapter discussed instrument pre-testing, reliability and validity, ethical considerations and presented a chapter summary.

Research philosophy

Research philosophy refers to the development of new knowledge in a particular field and the nature of that knowledge (Saunders et al., 2019). It is also described as the system of beliefs and assumptions about the development of knowledge (Žukauskas et al., 2018). It contains important assumptions about the way in which one views the world. These assumptions underpin the research strategy and the methods that a researcher chooses. A number of research philosophies denote the viewpoints and assumptions that guide research enquiry (Kaushik & Walsh, 2019). Some of these philosophies include positivism, interpretivism, phenomenology, pragmatism, constructivism and realism (Grix, 2010; Guest et al., 2013; Zukauskas et al., 2018; Duckles et al., 2019; Saunders et al., 2019). However, the underpinning philosophy that this study adopted is positivism, because it assumes a scientific approach to the development of knowledge. The collection and analysis of quantitative data was based on the philosophy of positivism. Positivism seeks realities of social phenomena and does not subject people to opinions and perceptions (Cooper & Schindler, 2014). Positivists hold the assumption that reality is not mediated by our senses, rather by language, which is representational by being connected to the world through some designative function (Scotland, 2012). As Scotland (2012) explained, the positivist epistemology is one of objectivism, whereby positivists go forth objectively and discover absolute knowledge about an objective reality. This argument draws a conclusion that the researcher and the researched are independent entities, where they exclusively exist in objects and not in the conscience of the researcher, whose intent is to obtain meaning (Scotland, 2012). Positivism is believed to increase objectivity and neutrality, which include validity of the results and testing of theory to increase predictive understanding of phenomena (Saunders et al., 2019). Positivism considers only observable and measurable phenomena as knowledge that is reliable (Cohen et al., 2007). Positivism also emphasizes quantifiable observations for statistical evaluation (Bryman, 2016). The study used positivism philosophy to empirically test objective realities concerning the relationship between variables. Positivism philosophy fits the five hypotheses of this study, which were developed on suitable theories. The positivism philosophy is suitable for hypotheses testing, which was based on the data collected. Using quantitative and statistical approaches, the null hypotheses were rejected.

Research Design

Research design is the conceptual structure of which research is conducted. It constitutes the blueprint for collection, measurement and analysis of data (Kothari & Garg, 2019). The design is related to the objective and nature of the research problem (Sekaran & Bougie, 2019). Additionally, research design is the general plan for answering the research question with clear objectives and plan for data collection as well as considering constraints such as access to data, time, location, money and ethical issues (Saunders et al., 2019).

This study used a cross-sectional descriptive research design. Descriptive research design is commonly used cross-sectional with testing of hypotheses, which the study employed (Bhattacherjee, 2012). The researcher chose this design because it not only showed facts about study variables as they were at the time the research was conducted, but also facts about emerging trends then (Kothari & Garg, 2019). It is important to note that hypothesis testing or descriptive research design is used on the basis of the main purpose of the study (Kothari & Garg, 2019). Cross-sectional research design is the study of a particular phenomenon at a particular time (Sekaran & Bougie, 2019). Thus, data is gathered just once over a period of days, weeks or months in order to test hypotheses. Cross-sectional design is associated with a census inquiry, where a complete enumeration of all the items in the population is considered (Kothari & Garg, 2019). It is notable that cross- sectional research design has previously been used successfully in related studies (Kuria et al., 2016; Mujuka, 2018; Nyaywera et al., 2018; Dartey-Baah & Agbozo, 2021).

Target Population

Population is the component from which the researcher seeks to draw inferences (Cooper & Schindler, 2014). This study population was 31,605 staff drawn from all the 38 CBs in Kenya (CBK, 2020). Commercial banks in Kenya are classified into three Tiers. Tier 1 comprises nine banks, with a market share of 74.55 % and population of 23,922 employees. Tier 2 consist of nine banks with a market share of 17.21 % and population of 4,039 employees. Tier 3 is made up of 20 banks with a market share of 8.24 % and a population of 3,644 employees. Further, the target population was categorized as follows: 10,390 management staff, 7,582 supervisory staff, 11,138 clerical staff and 2495 secretarial and other staff (CBK, 2020). The staff categories in each bank Tier were determined using Glen (2021) formula, which is normally used in determining the size of a sample in a stratum. Category size=Entire Tier/Population * Category size, as follows ct= t/N*er. The formula was presented as follows: ct =Category size, t=Entire Tier, N=Population Size, er= Entire category size. Thus, Tier size/Population*Category size. Therefore, size of management staff in Tier 1 was calculated as follows, 23922/31605*10390=7864. Similarly, Tier 1 had 7864 management staff, 5739 supervisory staff, 8430 clerical staff and 1888 secretarial and other staff. Tier 2 had 1328 management staff, 969 supervisory staff, 1424 clerical staff and 319 secretarial and other staff. Tier 3 had 1198 management staff, 874 supervisory staff, 1284 clerical staff and 288 secretarial and other staff. Therefore, 31,605 employees were spread across staff categories. The researcher chose Nairobi County for this study because it is the place where all commercial banks in Kenya have a representation. The unit of analysis for the study was the employee.

Sample Size

A sample is a subset of the total number of elements in a given population (Zikmund & Babin, 2010). Rule of thumb for defining a sample size in academic studies ranges between 30 and 500. However, Kumar (2012) argues that there is no fixed number of percentages for subjects that determine the size of an adequate sample. The ideal sample is large enough to serve as an adequate representation of the population about which the researcher wishes to generalize and small enough to be selected economically in terms of subject availability, expense in terms of time and money and complexity of data analysis (Kumar, 2012). Consequently, this study used Yamane (1967) formula to draw a sufficient sample from the study population, which is 31,605 employees of CBs in Kenya (Adam, 2020). Denoted by n as the sample size, Yamane (1967) formula is stated as $n = N/1+N(e)^2$, where N is the population size and e is the margin of error. Therefore, e=0.05, N=31,605, which means that $n=31{,}605/1+31{,}605(0.05)^2=395$.

Sampling Method

Sampling is the process of selecting sufficient number of the right elements from the population, so that a study of the sample and an understanding of its characteristics make it possible to generalize such characteristics to the population elements (Sekaran & Bougie, 2019). This study used random stratified sampling that is commonly adopted in quantitative studies to identify representative sample from the study population (Terrell, 2016). This study, obtained a sample size of 395 respondents from the study population of 31605. The sampling method was apt because the study population was categorized into 3-Tier strata. The sampling method assisted the study to realize a proportionate representation across all bank Tiers and staff ranks. The study randomly selected respondents from each Tier and rank across all commercial banks in Kenya. Therefore, every employee had equal chance to be selected, hence avoiding possible bias. Thus, researcher adopted Glen (2021) method to obtain sample from each stratum. Strata sample=Entire sample/Population*Strata size as follows: nb= n/N*na. The formula is presented as follows: nb =Strata sample, n=Entire sample, N=Population, na= Strata size. Hence, nb = 395/ 31,605* na.

Therefore, the questionnaires were distributed based on the sampling frame in Table 3.1.

Table 3.1

Sampling Frame

STRATA		POPULATION				SAMPLES				
Tier	Tier Size	Management	Supervisory	Clerical	Secretarial	Tier Size	Management	Supervisory	Clerical	Secretarial
1	23922	7864	5739	8430	1888	299	98	72	105	24
2	4039	1328	969	1423	319	50	16	12	18	4
3	3644	1198	874	1284	288	46	15	11	16	4
TOTAL	31605	10390	7582	11138	2495	395	130	95	139	31

Types of Data

The study analyzed primary data generated by respondents. Primary data are original and directly collected from respondents using a questionnaire (Oluwatosin, 2017).

Data Collection Methods and Procedures

The study used primary data, which was gathered using a structured 5-point Likert scale instrument. Survey research method involves the standardized questionnaires or interviews to collect data about people and their preferences, thoughts and behaviours in a systematic manner (Bhattacherjee, 2012). The respondents included 395 employees spread proportionately across the 38 commercial banks as displayed in Table 3.0. The research used drop and pick questionnaires method to reach the respondents. However, physical accessibility to bank officers was a challenge, considering the nature of their work that involves very busy schedules. In addition, accessing staff for purposes other than business transactions was not easy. Eventually, the researcher was able to convince the relevant authorities in the banks to allow data collection.

Reliability

Reliability is the extent to which the measure of a construct is consistent (Bhattacherjee, 2012). Reliability is achieved when a well-developed test consistently measures what it is intended to measure (Creswell & Creswell, 2018). The higher the Cronbach Alpha, the higher the reliability. Reliability of data collection instrument was confirmed by establishing the internal consistency of the questionnaire using Cronbach's alpha. Alpha value greater than 0.7 was recommended (Sekaran & Bougie, 2019; Gleim & Gleim, 2012). Cronbach's alpha usually ranges between 0 and 1. Values closer to 1.0 indicate a greater internal consistency of the variables in the scale. Thus, the higher the Cronbach alpha value, the greater the scale reliability. Therefore, a Cronbach alpha of 1.0 means perfect consistency in measurement, while an alpha value of 0.00 infers that there is no consistency in measurement (Cho & Kim, 2015). The findings in table 4.1 indicate that the eleven scales' reliability values exceeded the threshold of 0.7. Consequently, it was established that the study instrumentation was reliable. Authentic leadership was measured based on four independent variables, which included self-awareness, relational transparency, balanced processing and internalized moral perspective. Motivation was measured based on three indicators, which included direction, intensity and persistence. Performance of employees was measured by four indicators, which included productivity, efficiency, quality of work output and turnover intentions. The internal consistency of the scale was high at Cronbach's Alpha value of 0.7. It is important to note that the data used for pilot testing was not included in this study. The reliability results are presented in Table 3.2.

Table 3:2

Reliability Coefficient

Scale	Cronbach's Alpha	No of Items
Self-awareness	0.847	4
Relational transparency	0.873	4
Balanced processing	0.713	4
Internalized moral perspective	0.779	4
Productivity	0.817	4
Turnover intentions	0.816	4
Efficiency	0.756	3
Quality of output	0.843	4
Direction	0.772	2
Intensity	0.746	3
Persistence	0.755	3
Overall scale	0.766	39

Validity

Constructs are values that are known to exist but are not tangible. Construct validity is about investigating the degree to which an instrument measures what it claims to measure (Bhattacherjee, 2012). This is the most important type of validity because it attempts to answer the question of what the test is really measuring. Even though a test consistently measures what it should measure, it’s validity is equally important. Thus, validity is the degree to which an instrument measures what it intends to measure (Punch, 2014). A valid instrument measures all variables represented in the conceptual framework, which is content validity. The measures should be in line with the principles of theoretical framework, that is, construct validity (Bryman, 2016). Only by establishing the validity of an instrument could one feel comfortable in interpreting any results based on its use. Before data collection, a pilot test was conducted on 40 respondents to ascertain the validity and reliability of the research instruments. The 40 respondents for pilot study were excluded from the actual study.

Instrument Pre-testing

Pretesting is a process of checking that questions work as intended and are understood by potential respondents (Hilton, 2017). The questionnaire was pre-tested by administering it to the potential participants. The response received from pretesting helped the researcher to eliminate ambiguities. It also helped determine whether the respondents understood the questions and have information that the questions require. Pretesting was done in the same context that the research was conducted, not necessarily to report results but rather to check for anomalies in framing of questions, lack of clarity in instructions and anything that could have impeded the instrument's ability to collect valid data. The instrument was pre-tested on 40 respondents, who were excluded from the actual study. Mugenda and Mugenda (2003) posits that a pilot study is considered successful when it involves 1 to 10 percent of the sample population. The questionnaire instrument included questions on all the constructs operationalized using a construct measurement matrix (MacKenzie et al., 2011).

Data Analysis

Correctness of data was checked through the processes of data sorting, data cleaning, to ensure data completeness and harmonization before analysis. Responses were analyzed with the help of Statistical Package for Social Sciences (SPSS) version 28.0.0.0 software. This data analysis software is a widely used statistical package in the social sciences (Cohen et al., 2007). The software made data analysis process easy and less time consuming. The study used SPSS to give required graphical representations and appropriate results for the data that was entered. The software had almost all basic and some advanced statistical analysis that helped the researcher to conduct data analysis and achieve results. Data was summarized in tables, percentages and figures. Descriptive statistics was presented using mean, standard deviation and variance. Inferential statistics were carried out using correlation and linear regression models.

The study used multiple regression analysis, which is adopted when the researcher has one dependent variable presumed to be a function of two or more independent variables (Kothari & Garg, 2019). The aim of the analysis was to predict the change in the dependent variable on the basis of covariance with all the concerned predictor variables. The analysis aided in objectively assessing the strength and nature of the relationship between predictor and dependent variables (Sekaran & Bougie, 2019). The regression coefficients indicated the relative importance of each of the independent variables in the prediction of the dependent variable. Linear regression model was used in order to meet the study objective, which was to test the linear relationship of variables. Employee performance was regressed against four variables, which included self-awareness, relational transparency, internalized moral perspective and balanced processing. The study also hypothesized that motivation had no significant moderating effect on the influence of authentic leadership on performance of employees. A moderating variable influences the strength and direction of the relationship between independent and dependent variables (Hayes, 2018). This study was guided by analytical models as shown in Table 3.3.

Table 3.3

Analytical Models for Testing Hypotheses

	Hypothesis	Analytical Model
H_{O1}	There is no statistically significant relationship between self-awareness and performance of employees of commercial banks in Kenya.	$P= \beta_0+ \beta_1 SA + \acute{\varepsilon}$ Where: P= Performance $\beta_{0=}$ Constant SA=Composite Index of Self-awareness $\acute{\varepsilon}$ =Error term
H_{O2}	Relational transparency has no statistically significant effect on performance of employees of commercial banks in Kenya.	$P= \beta_0+ \beta_2 RT + \acute{\varepsilon}$ Where: P= Performance $\beta_{0=}$ Constant RT=Composite Index of Relational $\acute{\varepsilon}$ =Error term
H_{O3}	Balanced processing has no statistically significant effect on performance of employees of commercial banks in Kenya.	$P= \beta_0+ \beta_3 BP + \acute{\varepsilon}$ Where: P= Performance $\beta_{0=}$ Constant BP=Composite Index of Balanced Processing $\acute{\varepsilon}$ =Error term
H_{O4}	Internalized moral perspective has no statistically significant effect on performance of employees of commercial banks in Kenya.	$P= \beta_0+ \beta_4 IMP + \acute{\varepsilon}$ Where: P= Performance $\beta_{0=}$ Constant IMP=Composite Index of Internalized Moral $\acute{\varepsilon}$ =Error term
H_{O5}	Motivation has no statistically significant moderating effect on the relationship between authentic leadership and performance of employees of commercial banks in Kenya.	$P= \beta_0 + \beta_1 AL + \beta_2 M + \varepsilon$, Where: P = Performance β_0= constant AL= Authentic Leadership M = Motivation ε=error term.

Ethical Considerations

According to Sekaran and Bougie (2019), ethical behaviour pervaded each step of the research process, which included data collection, data analysis, reporting and dissemination of information. The participants' information was kept confidential and safeguarded as guided by business ethics. Imperative ethical agreements in this research included voluntary participation and harmlessness, anonymity and confidentiality, disclosure, analysis and reporting (Bhattacherjee, 2012). Respondents completing the questionnaire were made aware that their privacy is protected. No results, individual or aggregate, were tracked back to a single person. Before proceeding with data collection, the researcher obtained an ethical clearance certificate and a letter of authorization from the PAC University registrar's office and ethics committee. This enabled the researcher to procure a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The purpose of procuring these permissions was to assure the participants about the safety and confidentiality of the information they gave and that it would strictly be used for this study's purpose.

Chapter Summary

This chapter has discussed all the steps of the research methodology that was used in the study to establish the effect of authentic leadership and motivation on the performance of employees of commercial banks in Kenya. The study adopted a cross-sectional descriptive research design. The target Population was 31,605 employees of commercial banks in Kenya, where the employee was the unit of analysis. A 5 point Likert scale instrument was used to collect data. The data collection instrument (questionnaire) was administered using drop and pick procedure. Reliability was ensured using Cronbach Alpha Coefficient, where Alpha value was greater than 0.7. A pilot test was conducted on 40 respondents to ascertain the reliability and validity of the research tool. The 40 respondents for the pilot testing were excluded from the actual study. The sample size was 395 employees from 38 commercial banks. Data Analysis involved data cleaning, data sorting, ensuring data completeness and harmonization. Multiple regression analysis was applied to the study. Upon completion of data collection, the results of the analysis were presented in chapter four of the dissertation report. The results of the hypothesis testing and a discussion of the conclusions drawn from this study were presented in chapter five.

Chapter Four

Results and Discussions

Introduction

This chapter presents data collected from the study population, which included all staff of 38 commercial banks in Kenya. Data were collected using a structured 5 point Likert scale questionnaire. Discussions include general demographics of the respondents as well as the combined effect of AL and motivation on employee performance. Data are analyzed and presented in mean, standard deviation and percentages. The results are reported and discussed as outlined in the research methodology. The findings are about the effect of self-awareness, relational transparency, balanced processing and internalized moral perspective on the performance of employees of CBs in Kenya. Further, the chapter presents the findings on the extent to which motivation moderates the relationship between authentic leadership and performance of employees of commercial banks in Kenya. Additionally, the results show the instrument reliability analysis, the response rate and the variable characteristics. Inferential statistics on the findings of correlation and regression analysis are presented along with hypotheses testing to determine the direction and significance of the relationship between the variables. The conclusion includes a summary of the results of hypotheses testing.

Response Rate

The researcher administered 430 questionnaires to employees of 38 commercial banks located in Nairobi County. The total questionnaires returned were 402, which accounted for 93% of all the questionnaires administered to the target population. The researcher subjected the returned questionnaires to data cleaning process, where 395 questionnaires that account for 91% of all questionnaires administered were used for data analysis. According to a published social research literature, a response of 50% is considered adequate for analysis and reporting, while a response rate of 60% is good and a response rate of 70% is very good (Babbie, 2008; Mugenda & Mugenda, 2003). Therefore, the response rate of 91% was considered to be very good and appropriate for the data analysis. This response rate was helped by research assistants who signed confidentiality agreement with the researcher before distributing and collecting the questionnaires.

Demographic Information

The study obtained the demographic information that reveals the dynamics of the study population and the influence of authentic leadership on the performance of employees of commercial banks in Kenya. The respondents' demographic information included gender, age bracket, position occupied in service, length of service and academic qualifications.

Gender Distribution

The study established the respondents' gender distribution as outlined in Table 4.2. The results show 210 male respondents accounting for 53.2% of the total respondents, while 114 female represents 46.8% of the respondents. A higher response rate for male is by chance because sampling was done randomly without gender bias. Therefore, the results indicate that the data views presented in the study are from both gender. The data information on gender also indicates that commercial banks in Kenya have implemented the two-thirds gender rule as required by the Constitution of Kenya (2010). The gender data of respondents were analyzed statistically and the findings are presented in Table 4.1.

Table 4.1

Gender of Respondents (N=395)

Gender	Frequency	Percent
Male	210	53.2%
Female	185	46.8%
Total	395	100%

Age of Respondents

The study obtained information about respondents' age, which was deemed to have effect on employee motivation and performance. Therefore, it was important to establish the age bracket that was dominant in the commercial banks. The respondents aged between 31-40 years were the majority and they accounted for 52% of the population studied. This was followed by respondents aged between 21-30 years, which represents 23.9% of the study population. The respondents aged between 41-50 years accounted for 21.1% of the population, while 2.5% were above 50 years. These findings support the study by Mogeni (2020) on commercial banks in Kenya, where majority of respondents representing 52% were aged between 30-40 year, while 24.6% represented 20-30 years, 21.9% were aged 40-50 and 2.2% were above 50 years. Both current and Mogeni's (2020) findings support the conclusion by Fuscaldo (2021) that majority of the workforce, universally, are millennials (26-41), who are known for high-level performance. Age distribution is presented in Table 4.2.

Table 4.2

Age of Respondents

Age bracket	Percent	Frequency
21-30 years	23.9%	94
31-40 years	52.%	205
41-50 years	21.1%	83
Above 50 years	2.5%	10
No responses	5%	3
Total	100.%	395

Respondents' Length of Service

The study established the respondents' length of service in the bank. The findings indicated that majority of the respondents have served 1-10 years, which accounts for 58% of the studied population. The next group has served for 11-20 years, accounting for 37.8% of respondents. The respondents who have served for 21-30 years represent 4.1% of the population. The population that has served for 31 years and above is the least, accounting for only 1% of the total population. This data is shown in Table 4.3.

Table 4.3

Respondents' Length of Service in the Bank

Years of service	Percentage	Employees
1-10 years	58.00%	229
11-20 years	37.50%	148
21-30 years	4.10%	16
31 years and above	0.30%	1
No response	0.30%	1
Total	100.00%	395

Source: Research data, 2022

Position Occupied in the Bank

The study established the positions occupied by participants of commercial banks in Kenya. The results revealed that 35.4% were clerical staff, 29.1% were management, 25.6% were supervisory and 9.1% were secretarial staff. Therefore, majority of the participants were in the clerical and secretarial categories. The positions held by the employees in the commercial banks in Kenya was considered essential to show the effect of management on performance of employees. The supervisors, clerical staff and secretarial are in the lower cadres, where they perform operational duties, hence the need for a bigger number. This hierarchy is common in most commercial banks as well as other organizations. Most organizational structures have a three-level leadership structure that includes first-level management, middle-level management and top-level management (Ahmady et al., 2016). Organizations increasingly expect management to influence employees through positive correlations between leadership, employee satisfaction, individual performance and organisational goals (Ellinger et al., 2011). The results of positions held by bank staff are summarized in Table 4.4.

Table 4.4

Respondents Position in the Bank

Rank	Percent	Frequency
Management	29.1%	115
Supervisory	25.6%	101
Clerical	35.4%	140
Secretarial	9.1%	36
No response	.0.8%	3
Total	100.0%	395

Respondents' Level of Education

Majority of the respondents had Bachelor's degree, which accounts for 42.9% of the study population, while 27.7% had Master's degree, followed by Diploma holders accounting for 11.7%. Employees with professional qualifications account for 7.9%, while PhD holders account for only 6.1%. Among the 395 respondents, 3.8% did not indicate their level of education. A large number of Bachelor's degree holders is attributed to the fact that it is the entry-level requirement in most commercial banks in Kenya. Competition for promotion has motivated bank employees to further their studies, which has led to a significant number studying for master's degree. A small number of respondents has PhD degree, which is a reflection of the situation nationally. According to (Wanzala, 2020), Kenya has less than 10,000 PhD holders with less than 1000 students graduating annually. Commercial banks have not depended a lot on professional qualifications at entry level because they customize their staff training on need-basis. However, a few sections, such as ICT, Finance and HR require professional qualifications at entry level. Academic qualifications enhanced quality of responses because of respondents' ability to understand the questions on authentic leadership and motivation in relation to performance of employees. The level of education was assumed to have a moderating effect on the relationship between AL and employee performance. This study correlates with the study by Mogeni (2020) that focused on work-life balance and employee retention within commercial banking industry of Kenya. The findings showed that PhD holder accounted for only 0.4%, diploma holders 3.1%, masters degree 18.3% and bachelor's degree 78.1%, hence accounted for majority. Therefore, it is clear that the respondents were competent and adept to give appropriate information for the study. A study by Ng and Feldman (2009) focused on how broadly education contributes to job performance. The findings reported that education had a positive effect on employee performance. Table 4.5 presents the education level of respondents.

Table 4.5

Respondent's Education Level

Education Level	Percent	Frequency
PhD	6.1%	24
Master's Degree	27.7%	109
Bachelor's Degree	42.9%	169
Diploma	11.7%	46
Professional Qualifications	7.9%	31
No response	3.8%	15
Total	100.0%	394

Descriptive Statistics

This section shows descriptive statistics of independent, dependent and moderating variables. The respondents evaluated and gave their perspectives on the statements that related the change in the performance of employees as an effect of authentic leadership and motivation. The statements that were evaluated sought to describe self-awareness, relational transparency, balanced processing, internalized moral perspective and their effect on performance of employees. They further sought to describe the effect of direction, intensity and persistence on performance of employees. Finally, the items on the questionnaire sought to describe the level of employee productivity, the rate of turnover intentions, the quality of output and the degree of efficiency. A 5-point Likert scale was used as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree.

Authentic Leadership

Self-Awareness. Table 4.6 presents descriptive statistics on the parameters of self-awareness that were measured. The most dominant indicator among the four that were measured had a mean of 4.41 (Std. dev, 0.705), where respondents showed that their leaders accurately describe who they really are. This was followed by the indicator with a mean of 4.39 (Std. dev, 0.665), where respondents indicated that their leaders accurately describe how others view their capabilities. The third indicator had a mean of 4.37 (Std. dev, 0.727), showing that leaders seeks feedback to improve interactions with others. The least scored indicator had a mean of 4.32 (Std. dev, 0.681), where respondents indicated the extent to which leaders express their feelings. Generally, the four indicators suggest that leaders of commercial banks are self-aware. These results support the work of Walumbwa et al. (2008), where they concluded that leaders who have self-awareness know how their motives, emotions, thoughts and values influence others. Leaders who develop self-awareness are able to cope with high-level stress and pressure (George, 2018). These leaders have the capacity to empower employees to perform at high levels even in difficult circumstances. As George (2018) suggests, self-aware leaders take care of their organizations' shared sense of purpose and common values.

Table 4.6

Self-Awareness of Leaders

Self-awareness	N	Mean	Std. Deviation	Variance
My leader expresses his or her feelings.	395	4.32	0.681	0.463
My leader accurately describes who he or she really is.	395	4.41	0.705	0.497
My leader seeks feedback to improve interactions with others.	394	4.37	0.727	0.529
My leader accurately describes how others view his or her capabilities.	395	4.39	0.665	0.443
Valid N (listwise)	394			

Relational Transparency. This study attempted to describe four measures that formed relational transparency variable. The results revealed that leaders in the commercial banking industry are open to self-disclosure while relating with others, which had the highest mean of 4.49 (Std. dev, 0.602). The second highest mean was related to the respondents' indication that their leaders say exactly what they mean at a mean of 4.47 (Std. dev, 0.650). The researcher sought to know if leaders often encourage others to speak their mind and the results showed a mean of 4.45 (Std. dev, 0.668). When asked if their leaders always admit mistakes when they happen, the respondents agreed with a mean of 4.44 (Std. dev, 0.715). The results are shown in Table 4.7. The essence of this measure was to understand how relational transparency, as a component of authentic leadership, influences performance of employees. According to Iqbal et al. (2018), leaders with relational transparency show their true selves to subordinates by openly sharing their emotions and motives that help to build cooperation and foster teamwork. These results are in support of the study by Marinakou and Nikolic (2016) on dimensions of authentic leadership in the Middle Eastern context, where among the four dimensions of authentic leadership the participants scored higher in relational transparency mean=3.911 (Std. dev, 0.818). Their study suggests that authentic leaders exhibited leadership with more emphasis on relational transparency.

Table 4.7

Relational Transparency of Leaders

Relational Transparency	N	Mean	Std. Deviation	Variance
My leader often encourage others to speak their mind.	395	4.45	0.668	0.446
My leader says exactly what he or she means.	395	4.47	0.650	0.422
My leader always admits mistakes when they happen.	394	4.44	0.715	0.512
My leader readily commits to self-disclosure in relating with others.	394	4.49	0.602	0.362
Valid N (listwise)	394			

Balanced Processing. The study established the descriptive statistics of the four indicators for composite variable known as balanced processing. The results showed the highest mean of 4.43 (Std. dev, 0.697) for the item where respondents were asked if their leader listens carefully to different viewpoints before making decisions. This was followed by the mean of 4.39 (Std. dev, 0.702) indicating that leaders solicit opinions, which challenge their deeply-held positions. The item that had a mean of 3.75 (Std. dev, 1.080) revealed respondents' views on the statement that their leaders do not ignore, distort or exaggerate self-relevant information. The item with the least mean of 3.58 (Std. dev, 1.149) inquired about whether a leader objectively analyzes all relevant information before making a decision. The results regarding balanced processing of information are shown in Table 4.8. Thus, the findings imply that the four parameters that were used to measure the effect of BP on employee performance are indicative of a moderate degree of significance. These results concur with the study by Marinakou and Nikolic (2016) on the dimensions of authentic leadership in the Middle Eastern context, where they sought to know whether leaders were authentic. This measure is in line with Kernis and Goldman (2006) conclusion that balanced processing helps in the processing of self-relevant information without exaggerating, ignoring, denying or distorting internal experiences, external-based evaluative information or private knowledge.

Table 4.8

Balanced Processing of Leaders

Balanced Processing	N	Mean	Std. Deviation	Variance
My leader listens carefully to different viewpoints before making decisions.	394	4.43	0.697	0.485
My leader solicits views that challenge his/her deeply held position.	395	4.39	0.702	0.492
My leader objectively analyzes all relevant information before making decisions.	395	3.58	1.149	1.321
My leader does not ignore, distort or exaggerate self-relevant information.	395	3.75	1.080	1.167
Valid N (listwise)	394			

Internalized Moral Perspective. The study measured the influence of internalized moral perspective on employee performance. The researcher sought the views of respondents regarding their leaders' internal moral standards using four items. The respondents were asked to show the extent to which they agree that their leaders make known their stand on controversial issues, which had the highest mean of 4.36 (Std. dev, 0.704). This was followed by a mean of 4.31 (std. dev, 0.769) on the statement that sought to know the extent to which respondents agree that their leaders often manage group pressure. The third highest mean was 4.30 (Std. dev, 0.699) on the statement that sought to know the extent to which respondents agree that their leaders expresses their true self in the face of adversity. The lowest mean was 4.06 (Std. dev. 1.011) to the question that sought to know the extent to which their leader's actions are consistent with their core values. The four measurements are derived from Kernis and Goldman (2006) proposition that internalized moral perspective is achieved when leaders act in accord with their values, beliefs and internal moral standards, (Kernis & Goldman, 2006). This variable is a component of authentic leadership and it helps leaders make difficult decisions based on high standards of ethical conduct (Marinakou & Nikolic, 2016). In their study, Marinakou and Nikolic (2016) considered the four components of authentic leadership, where internalized moral perspective had the lowest mean of 3.873 (Std. dev, 0.765). Their explanation was that the leaders in the study did not score higher in internalized moral perspective because, although they might be authentic, they are not necessarily displaying ethical behaviours. The findings of the variables that were measured are reported in Table 4.9.

Table 4.9

Internalized Moral Perspective of Leaders

Internalized Moral Perspective	N	Mean	Std. Deviation	Variance
My leader's actions are consistent with his or her core values.	393	4.06	1.011	1.022
My leader often manages group pressure.	394	4.31	0.769	0.592
My leader expresses his or her true self in the face of adversity.	395	4.30	0.699	0.489
My leader makes known his or her stand on controversial issues.	394	4.36	0.704	0.496
Valid N (listwise)	392			

Performance of Employees

Productivity. The study sought to measure the level of performance of employees of commercial banks in Kenya using four items. The item that scored the highest mean of 4.34 (Std. dev, 0.823) had asked the respondents to indicate the extent to which they agree that they use available resources effectively. The item that had the second highest mean of 4.27 (Std. dev, 0.789) asked the respondents to show the extent to which they agree that they complete assignments on schedule. The third highest mean of 4.25 (Std. dev, 0.788) concerned the item that asked respondents to show the extent to which they agree that they plan and prioritize their work. Finally, the respondents were asked to indicate the extent to which they agree with the statement that they help others to complete their tasks, which results gave the least mean of 4.22 (Std. dev, 0.811). The parameters used in this study to measure productivity are in line with Sharma and Sharma (2017) conclusion that productivity is based on the amount of time an employee is present at work, both physically and mentally, as well as seen to be efficiently working during the time of their presence at work. Therefore, productivity was evaluated with regard to the time an employee spends actively executing the assigned work, in their job description, to produce the desired outcomes (Ferreira & Du Plessis, 2009). The results summary of the measured variable is indicated in Table 4.10. The results are in support of the study by Amussah (2020) on the leadership styles and their impact on performance of employees. Using a structured questionnaire, the study asked the 164 respondents from Chai

Limited, Nicosia to rate their productivity on the job. Among the three items of performance measured, productivity had the highest mean score of 3.93 (Std. dev, 0.764), which is above average just as it is in the current study.

Table 4.10

Productivity of Employees

Productivity	N	Mean	Std. Deviation	Variance
I plan and prioritize my work.	395	4.25	0.788	0.621
I complete assignments on schedule.	395	4.27	0.789	0.622
I use available resources effectively.	394	4.34	0.823	0.677
I help others to complete their tasks.	395	4.22	0.811	0.658
Valid N (listwise)	394			

Turnover intentions. Turnover intention had four items that were measured to establish the level of performance of employees of commercial banks in Kenya. The highest mean of 4.42 (Std. dev, 0.713) was related to the item asking respondents to show to what extent they agree with the statement that the bank has good pay and benefits policy. This was followed by a mean of 4.23 (Std. dev, 0.837), which related to the item that asked respondents to indicate the extent to which they agree that the bank has opportunities for personal growth. The next mean of 4.18 (Std. dev, 0.884) concerned the item that asked respondents to respond to the statement regarding the level of confidence they have in their leaders. The respondents were asked to indicate the extent to which they agree that they are satisfied working for the current employer, which gave the lowest mean of 4.12 (Std. dev, 0.948). The results gave an average mean of 4.24 (Std. dev, 0.846), which implies a low turnover intention. The summary of findings for the variable that was measured are reported in Table 4.11. The results are consistent with the study by Shilaho (2019) regarding the influence of motivation on the PE of commercial banks in Kenya, which showed a mean of 4.05 (Std. dev, 1.021) for turnover intention.

Table 4.11

Turnover Intentions of Employees

Turnover intention	N	Mean	Std. Deviation	Variance
My bank has good pay and benefits policy.	395	4.42	0.713	0.508
I am satisfied working for this Bank.	395	4.12	0.948	0.899
This bank has opportunities for personal-growth.	394	4.23	0.837	0.701
I have confidence in my leaders.	394	4.18	0.884	0.781
Valid N (listwise)	393			

Quality Work Output. The quality of employee's work output was measured using three items, which considered minimal errors, standards and competitiveness. The respondents were asked to indicate the extent to which they agree on the statement saying they contribute excellent ideas on how to improve competitive work products and services, which had the highest mean of 4.29 (Std. dev, 0.691). The other two items had a mean of 4.26 each. The employees were asked to indicate the extent to which they agree that their work is rarely rejected for failing to meet the bank standards of high quality work output, which had a mean of 4.26 (Std. dev, 0.770). They were also asked to indicate the extent to which they agree that they complete their work ahead of schedule with minimal errors, which had a mean of 4.26 (Std. dev, 0.797). The summary results for the calculated variable are presented in Table 4.14. This measurement took into account Yusriadi et al.'s (2021) proposition that quality of work involves precision, work discipline, adherence to work procedures, commitment to work and compliance with the rules. The Empirical study of employee loyalty and satisfaction in the mining industry using structural equation modelling by Chen et al. (2022) adopted a seven-point Likert-type scale for all the five variables to measure the construct items. Quality work output was one of the performance of employees' variables with a mean of 5.326 (Std. dev, 1.088), with which the current study is consistent. Results are shown in Table 4.12.

Table 4.12

Quality Work Output of Employees

	N	Mean	Std. Deviation	Variance
I complete my work ahead of schedule with minimal errors.	395	4.26	0.797	0.635
My work is rarely rejected for failing to meet the bank standards of high quality work output.	395	4.26	0.770	0.593
I contribute excellent ideas on how to improve competitive work products and services.	395	4.29	0.691	0.477
Valid N (listwise)	395			

Efficiency. Efficiency was one of performance of employees' indicators, which was measured using four items. Respondents indicated their level of agreement with the item that asked the extent to which they prioritize their tasks effectively, which gave the highest mean of 4.29 (Std, dev, 0.671). This was followed closely by a mean of 4.28 (Std, dev, 0.740), with regard to the statement where respondents indicated the extent to which they agree that they use the most effective methods for doing their work. The third highest mean of 4.25 (Std, dev, 0.783) was related to the item that asked respondents to show the extent to which they agree with the statement that they complete their work of the allocated time. Finally, the lowest mean of 4.21 (Std, dev, 0.766) related to the item that asked respondents to indicate the extent to which they agree that they make efficient use of their time at work. The average mean would be 4.26 (Std. dev, 0.740) indicating high level of employee efficiency. This measurement considered Yusriadi et al.'s (2021) suggestion that employees output is measured at personal level because they have varying degrees of capacity to perform. These results concur with the results of the study by Mugaa (2019) regarding reward system and performance of employees of large commercial banks in Nairobi County, Kenya. Using a 5 point Likert scale, the study measured several items under performance of employees and efficiency showed a mean of 4.1(Std. dev, 0.600). The findings are shown in Table 4.13.

Table 4.13

Efficiency of Employees

Efficiency	N	Mean	Std. Deviation	Variance
I complete my work of the allocated time	395	4.25	0.783	0.613
I use the most effective methods for doing the work.	395	4.28	0.740	0.548
I make efficient use of my time at work.	393	4.21	0.766	0.587
I prioritize my tasks effectively.	393	4.29	0.671	0.450
Valid N (listwise)	392			

Motivation

This study measured the moderating effect of motivation on the performance of employees using three indicators that included direction, intensity and persistence. It was hypothesized that the level of motivation influences the relationship between authentic leadership and performance of employees. This measurement is based on the definition of motivation as what a person does, implying direction, how hard a person works, indicating intensity and how long a person works, showing persistence (Steers et al., 2004).

Direction. Direction was measured using two items that involve finding a goal to achieve and having the enthusiasm to move to the next goal. The respondents were asked to indicate the level to which they agree that they always have goals to achieve and the results showed a mean of 4.23 (Std. dev, 0.674). The highest mean was 4.34 (Std. dev, 0.661) regarding the item that asked respondents to indicate the extent to which they agree that after achieving one goal, they immediately strive for the next goal. The results for the calculated variable are shown in Table 4.14.

Table 4.14

Direction of goals

Direction	N	Mean	Std. Deviation	Variance
I always have goals to achieve.	394	4.23	0.674	0.454
After achieving one goal, I immediately strive for the next goal.	394	.34	0.661	.437
Valid N (listwise)	394			

Intensity. Intensity was one of the indicators of motivation and was measured using three items on the scale. The respondents were asked to indicate the level to which they agree that they often try to operate at their optimal and responses gave a mean of 4.45 (Std. dev, 0.649), which was the highest. This was followed by a mean of 4.38 (Std. dev, 0.679), where the respondents indicated that they always put in extra effort to achieve their goals. The lowest mean was 4.29 (Std. dev, 0.747), indicating the extent to which respondents agree that they always arrive at work on time. The average of these means is 4.37 (Std. dev, 0.692), which is inclined to the scale of strongly agree that implies high level of intensity. However, Robbins and Judge (2019) concluded that high intensity is unlikely to lead to favourable performance outcomes unless the effort is channelled in a direction that benefits the organization. The results for the variable that was measured are indicated in Table 4.15.

Table 4.15

Intensity at work

Intensity	*N*	*Mean*	*Std. Deviation*
I always put in extra effort to achieve my goals.	393	4.38	0.679
I always arrive at work on time.	393	4.29	0.747
I often try to operate at my optimal.	393	4.45	0.649
Valid N (listwise)	392		

Persistence. Persistence was one of motivation indicators that was measured using four items on the questionnaire. Respondents indicated their level of agreement with the statement to the effect that they always complete their tasks, which gave the highest mean of 4.44 (Std. dev, 0.656). This was followed closely by a mean of 4.42 (Std. dev, 0.610) with regard to the statement showing that respondents often finish their tasks earlier than expected. The lowest mean of 4.27 (Std. dev, 0.768) was related to how respondents agreed with the statement that despite the obstacles they encounter in their work, they always sustain effort to complete the task. Persistence is one of the indicators that measure the level of motivation indicating how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goals (Robbins & Judge, 2019). The summary findings for the measured variable are reported in Table 4.16.

Table 4.16

Persistence at Task

	N	Mean	Std. Deviation
Despite the obstacles encountered in my work, I always sustain effort to complete the task.	394	4.27	0.768
I always complete my tasks.	394	4.44	0.656
I often finish my tasks earlier than expected.	393	4.42	0.610
Valid N (listwise)	393		

Inferential Statistics

This section reports the results of inferential statistics that used correlation analysis to measure the relationship among independent variables, which include self-awareness, relational transparency, balanced processing and internalized moral perspective as well as motivation, which was the moderating variable. The study used regression analysis to measure the level of significance of individual variable against performance of employees and the moderating effect of motivation on each independent variable and the combined independent variables.

Test of Normality

Normality is the degree to which the distribution of the sample data corresponds to a normal distribution (Hair et al., 2019). Normality of study variables can be determined by using various testing scales, such as Shapiro-Wilk (S-W) and Kolmogorov-Smirnov (K-S) or skewness and kurtosis (Park, 2008). Tests of normality, in statistics, help to determine the data pattern with regard to normal distribution as well as to compute the probability that a variable in the data set is normally distributed Field (2013). According to Hair et al. (2019), if the variables are not compliant to normality, subsequent regression statistical tests become invalid. However, Aldrich and Cunningham (2016) argued that if variables are not normally distributed, the researcher might apply nonparametric tests or change the scale of measurement using transformations, such as logarithm transformation. This study chose to understand the nature of variables by characterizing the shape of their distribution. Normality was tested using standardized residuals perspective of the variables through a histogram and P-P plot. A histogram is a graphical representation of a single variable that represents the frequency of occurrences, that is, data values within data categories (Hair et al., 2019). A bell shape is one of the shapes that a distribution can assume, which is important because many statistical methods require that the distribution of values be normally shaped (Bluman, 2009). The researcher tested for normality using a histogram in SPSS. The outcome showed the histogram is bell-shaped, which means that the data are normal as shown in Figure 1, 2 and 3. Further, the frequencies are plotted to examine the shape of the distribution of values. The closer the dots are to the straight diagonal line, the greater the probability of normality (Park, 2008). Examining P-P Plot in Figure 4.1, 4.2 and 4.3, it shows a tendency towards normality, which indicates the possibility that the data is normally distributed. This probability is based on the conclusion that the closer a majority of the points are to the diagonal line, the greater the probability of normality (Aldrich & Cunningham, 2016).

Figure 4.1

Normal Distribution for Authentic Leadership

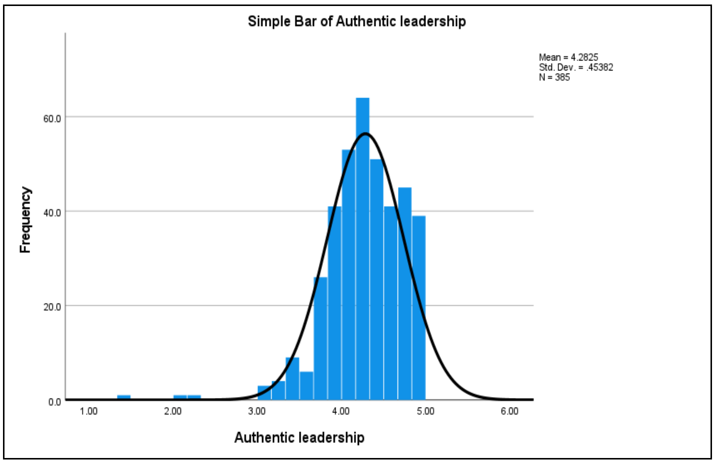


Figure 4.2

Normal Distribution for Employee Performance

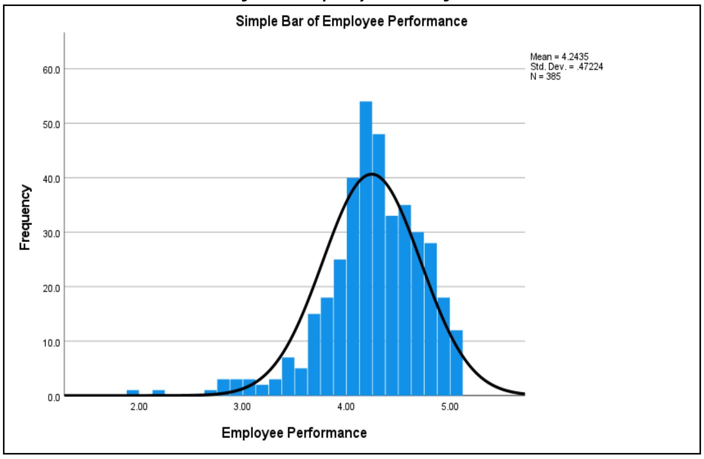


Figure 4.3

Normal Distribution for Motivation

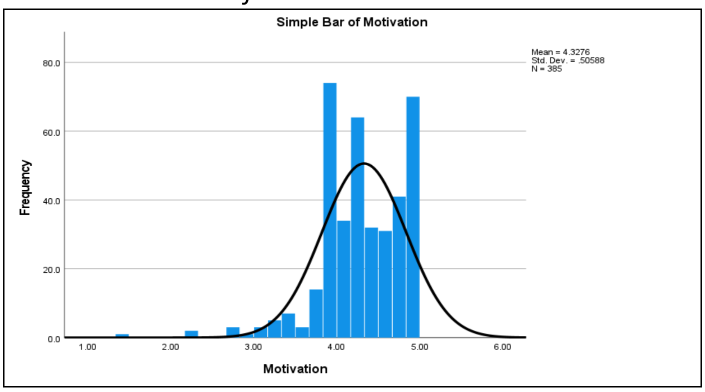


Figure 4.4

Normal P-P Plot for Authentic Leadership

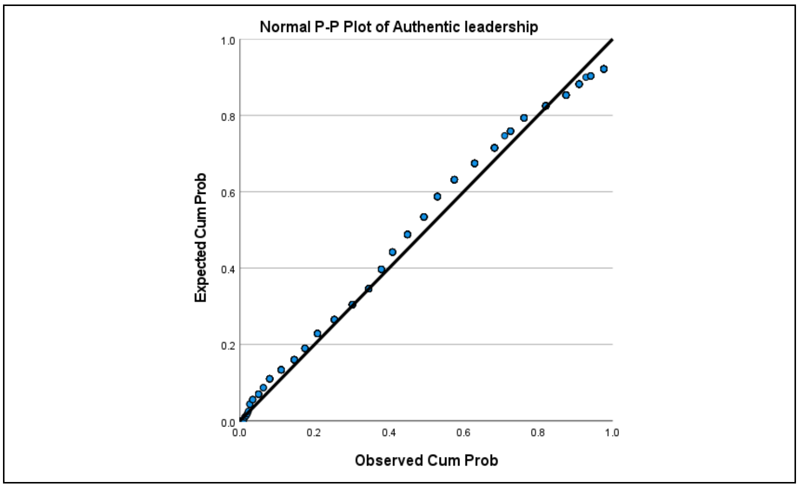
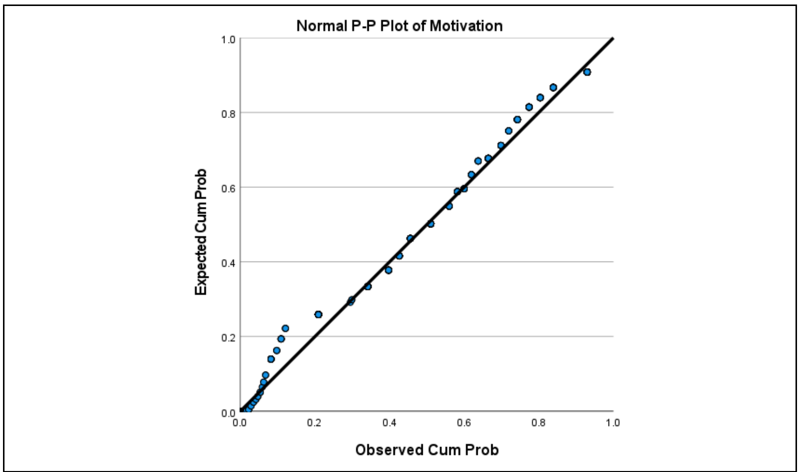


Figure 4.5

Normal P-P Plot for Employee Performance

Figure 4.6

Normal P-P Plot for Motivation



Test of Multicollinearity

This study conducted a correlation analysis to assess if multicollinearity occasioned a challenge. To identify multicollinearity a correlation test of the four-predictor variables was done. According to Field (2013), predictor variables that correlate at 0.90 and above indicate a high multicollinearity. Multicollinearity occurs when the independent variables have a high correlation among themselves in a regression model (Field, 2013). Statistical Package for Social Sciences (SPSS) produces various collinearity diagnostics, one of which is Spearman's correlation coefficients for multicollinearity. According to Aldrich and Cunningham (2016), the ideal situation is when there are weak correlation coefficients between independent variables, while the correlation between independent and dependent variables is moderate to strong. A high collinearity implies having difficulties in finding the succinct effect of a specific independent variable on the dependent variable due to increased standard error, which affects regression coefficient size (Field, 2013). Thus, the study tested the independent variables for no multicollinearity assumption. The results represented in Table 4.17 show that all the study variables had values that were less than 0.80, that is to say the variables did not suffer multicollinearity. Therefore, it can be concluded that there was no multicollinearity, thus, all the predictor variables were retained in the regression model.

Table 4.17

Correlation Coefficients for Multicollinearity

			Self Awareness	Relational Transparency	Balanced Processing of Information
Spearman's rho	Relational Transparency	Correlation Coefficient	.765**		
		Sig. (2-tailed)	0		
		N	385		
	Balanced Processing of Information	Correlation Coefficient	.543**	.610**	
		Sig. (2-tailed)	0	0	
		N	385	385	
	Internalized Moral Perspective	Correlation Coefficient	.423**	.434**	.521**
		Sig. (2-tailed)	0	0	0
		N	385	385	385

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis

According to Kothari and Garg (2019), Pearson's correlation coefficient is a numerical value that measures the strength and direction of a linear relationship between two quantitative variables. Further, a correlation coefficient is a numerical value and descriptive statistic, which indicates the strength of the relationship between two variables and whether the direction of the relationship is positive or negative (Aldrich & Cunningham, 2016). A positive relationship occurs when the increase in one variable increases the other. A negative relationship happens when a value is less than 0, which means that as one variable increases and the other decreases. Thus, descriptive purpose of correlation coefficients is to measure the direction and strength of the relationship between variables. The closeness of the correlation coefficient (positive or negative) to +1.00 or -1.00 determines the strength of the relationship (Aldrich & Cunningham, 2016). A correlation coefficient of 0 indicates that there is no relationship between the two variables. Additionally, Pearson correlation coefficient, which is denoted by r, tests the degree of linear relationship between two variables. There is no rule concerning what measuring instrument to use in calculating Pearson's correlation coefficient, which could be any statistical software like SPSS that this study used (Razak et al., 2018). The results for correlation analysis of the study variables are presented in Table 4.18. According to presented results, all variables positively related at a significant level of 0.05. The greater the correlation value, regardless of whether it is positive or negative, the stronger the linear association between two variables (Cramer, 2009). However, it is worth to note that the strength of the calculated correlation coefficient cannot infer a causal relationship (Aldrich & Cunningham, 2016). Thus, when two variables move together in a linear manner it does not imply that one causes the change in the other. Therefore, a high correlation coefficient cannot be used to draw the conclusion that a change in one variable is the cause of a change in the other. Results in Table 4.18 reported a strong positive correlation between motivation and PE at $r=0.717$, followed by BP and RT at $r=0.672$, while the relationship with the lowest correlation coefficient was between motivation and RT at r=0.443. These findings are in line with the study by Nasab and Afshari (2019), which established the effect of AL on employee performance. Data from 216 workers of tourism agencies in Guilan province (Iran) were gathered using a 19-item questionnaire. The findings showed that authentic leadership has a statistically significant effect on the PE at a correlation coefficient of r= 0.701. Therefore, the results of linear correlation test indicate that all the variables tested are positively correlated.

Table 4.18

Correlation Coefficient for Authentic leadership, Motivation and Performance

			Self Awareness	Relational Transparency	Balanced Processing of Information	Internal Moral Perspective	Performance
Spearman's rho	Relational Transparency	Correlation Coefficient	.533**				
		Sig. (2-tailed)	0.000				
		N	395				
	Balanced Processing of Information	Correlation Coefficient	.451**	.672**			
		Sig. (2-tailed)	0.000	0.000			
		N	395	395			
	Internal Moral Perspective	Correlation Coefficient	.520**	.545**	.623**		
		Sig. (2-tailed)	0.000	0.000	0.000		
		N	394	394	394		
	Performance	Correlation Coefficient	.572**	.573**	.626**	.572**	
		Sig. (2-tailed)	0.000	0.000	0.000	0.000	
		N	395	395	395	394	
	Motivation	Correlation Coefficient	.487**	.443**	.469**	.457**	.717**
		Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
		N	395	395	395	394	395

**. Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Regression analysis, also referred to as causal analysis, is concerned with the study of how one or more variables influence change in another variable (Kothari & Garg, 2019). Thus, regression analysis is a study of functional relationships that exist between two or more variables. Regression analysis is considered important in most social and business researches for the interest of understanding and controlling relationships between variables. This study considered four independent variables and the effect of each variable on employee performance. These variables, which are components of authentic leadership include self-awareness, relational transparency, balanced processing and internalized moral perspective.

Self-awareness and Performance of Employees. The first objective was to establish the effect of self-awareness on the performance of employees of commercial banks in Kenya. The null hypothesis (H_01) for this objective stated that, there is no statistically significant effect of self-awareness on the performance of employees of commercial banks in Kenya. A composite index of SA was computed and regressed against performance of employees of CBs in Kenya. The independent variable was self-awareness, while the dependent variable was PE. A simple regression test was performed to test the level of influence on the dependent variable. The results of the simple regression test regarding the relationship between self-awareness and the performance of employees are presented in Table 4.20

The Model Summary in Table 4.19 shows a significant correlation value of R=0.568. The coefficient of determination is represented by R^2=0.323, which means that 32.3% of the variance in the PE can be explained by the leaders' self-awareness. The results showed 187.507 F statistic, which is greater than 18.51 critical value observed from the F-Tables. The ANOVA showed 0.001 significance level, which is less than 0.05 conventional probability. The Coefficients Table provides the essential values for the prediction equation. The model includes a t-value or test statistic for hypothesis test. It helped in determining whether to reject the null hypothesis by comparing it with the critical value of 0.05. According to Frost (2021), if the resulting t-value is greater than the critical value, the null hypothesis is rejected, but if the t-value is less than the critical value, the null hypothesis is retained. In this test, the results for self-awareness were t-value=13.693. The null hypothesis, which stated, "There is no statistically significant effect of self-awareness on the performance of employees of commercial banks in Kenya," was rejected based on these results. Therefore, the results show that self-awareness has a statistically significant effect on the performance of employees of CBs in Kenya. These results are represented by the regression models as follows: P= 2.163+ 0.512SA+ε; Where: P= Performance, SA= Self-awareness and έ=Error term. The coefficient β was interpreted as a coefficient of regression direction, which states the average change in the variable P for each unit change in variable SA. In this case, the change in the value of β was positive.

Table 4.19

The Effect of Self-Awareness on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.568[a]	0.323	0.321	0.40285

a. Predictors: (Constant), Self Awareness

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	30.430	1	30.430	187.507	<.001[b]
	Residual	63.779	393	0.162		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Self Awareness

Coefficients[a]

		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.163	0.166		13.000	0.000
	Self Awareness	0.512	0.037	0.568	13.693	0.000

a. Dependent Variable: Performance

Self-Awareness, Motivation and Performance of Employees. Moderator effect occurs when a third interactive term, known as the moderator variable, causes the relationship between a dependent and independent variable to change, based on the value of the moderator variable (Hair et al., 2019). This effect is also referred to as an interactive effect. The findings of the Regression Analysis Model Summary in Table 4.20 show a strong relationship between AL, motivation and PE at R=0.772. The value of R^2 is 0.596, which means 59.6%. Thus, both authentic leadership and motivation together determined a greater variation in the performance of employees. ANOVA Table shows the value of F statistic was 289.092 with a significance level of 0.001, which is less than p-value of 0.05. Coefficient Table results report t-value=7.323 for self-awareness, 16.273 for motivation, which are both greater than the critical value 0.05. Therefore, these results confirm that motivation has a statistically significant moderating effect on the relationship between self-awareness and performance of employees of CBs in Kenya. This shows that when the leaders' self-awareness behaviour is combined with motivation it leads to high PE. These results are in line with the study conducted by Shilaho (2019), which assessed the effects of motivation on employee performance within CBs in Kenya. The findings showed a significant effect of motivation on performance of employees. The results also confirm a study by Oktarina et al. (2020), which established the effect of job satisfaction on employee commitment, with motivation as a moderating variable at PTPN VII, which is a plantation company with a large number of employees in Indonesia. The results revealed that motivation has a positive and significant moderating effect on job satisfaction and employee commitment. The results for the current study are represented in the following regression model: P= 1.309+ 0.161SA + 0.516M + ε, Where P =Performance, SA=Self-awareness, M = Motivation, ε = Error term.

Table 4.20

The Effect of Self-Awareness and Motivation on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.772[a]	0.596	0.594	0.31162

a. Predictors: (Constant), Motivation, Self Awareness

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	56.145	2	28.072	289.092	<.001[b]
	Residual	38.065	392	0.097		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Self Awareness

Coefficients[a]

		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.561	0.162		3.462	0.001
	Self Awareness	0.244	0.033	0.271	7.323	0.000
	Motivation	0.622	0.038	0.601	16.273	0.000

a. Dependent Variable: Performance

Relational Transparency and Performance of Employees. The second objective was to establish the effect of relational transparency (RT) on the performance of employees (PE) of commercial banks (CBs) in Kenya. The null hypothesis (H_02) for this objective stated that, relational transparency has no statistically significant effect on the performance of employees of commercial banks in Kenya. A composite index of relational transparency was computed and regressed against employee performance within CBs in Kenya. The independent variable was RT, while the dependent variable was PE. To test the level of effect on the dependent variable, a simple regression test was performed. The results of the test regarding the effect of relational transparency on performance of employees are presented in Table 4.23.

Based on model summary in Table 4.21, the value of correlation was 0.570 showing a significant effect of RT on employee performance. The coefficient of determination was R^2=0.325 signifying 32.5% effect of RT on employee performance. The results presented in the ANOVA Table show a significant influence of RT on employee performance. The reported F statistic of 189.377 was greater than 18.51 critical value observed in the F-Tables. The significance level of 0.001 was less than the 0.05 critical value, hence null hypothesis was rejected. The null hypothesis states, “There is no statistically significant effect of relational transparency on the performance of employees of commercial banks in Kenya”. The Coefficient results show the t-value for relational transparency was 16.493 with a significance value of 0.000. The t-value is greater than the critical value of 0.05, which means that the null hypothesis was rejected. The value β is a coefficient of regression direction that states the average change in the variable P for each change in variable RT. In this case, the change in value of β was positive. Therefore, relational transparency has a statistically significant effect on employee performance within CBs in Kenya. The findings are signified by this regression model: P= 2.422+0.480T+έ, Where: P= Performance, RT= Relational Transparency, έ =Error term.

Table 4.21

The Effect of Relational Transparency on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.570[a]	0.325	0.323	0.40220

a. Predictors: (Constant), Relational Transparency

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	30.635	1	30.635	189.377	<.001[b]
	Residual	63.575	393	0.162		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Relational Transparency

Coefficients[a]

Model		Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	2.422	0.147		16.493	0.000
	Relational Transparency	0.480	0.035	0.570	13.761	0.000

a. Dependent Variable: Performance

Relational Transparency, Motivation and Performance of Employees. The motivation variable was tested to establish its moderating effect on the relationship between RT and employee performance (Hair et al., 2019). The model summary in table 4.22 shows the effect of motivation as the moderating variable in the relationship between RT and PE, which is represented by R=0.777. The value of R^2=0.603, which represents 60.3% combined effect of RT and motivation on employee performance. ANOVA Table shows 297.712 F statistic, which is greater than 18.5 critical value observed from F-Tables. The results further showed a significance level of 0.001, which is less than p-value of 0.05. The Coefficient results show the t-value for RT was 7.458 and Motivation 16.563, both indicating a value greater than the critical value of 0.05. Therefore, these results indicate that motivation has a statistically significant moderating effect on the relationship between RT and PE of commercial banks in Kenya. Thus, relational transparency of leaders combined with motivation leads to high PE. These results are in line with the study conducted by Shilaho (2019), which assessed the effects of motivation on performance of employees of CBs in Kenya. The findings displayed a significant effect of motivation on the employee performance. The current results also confirm a study by Mutimba and Kanyua (2017) that focused on establishing the effect of motivation on productivity of employees within the banking sector in Kenya. Using descriptive research design on a population of 300 employees, the results showed that motivation has a positive effect on employee productivity in the banking sector. The results for the current study are shown by the Regression Model as follows: P= 1.279+ 0.157RT + 0.524M + ε

Where P =Performance, RT=Relational Transparency, M = Motivation, ε = Error term.

Table 4.22

Effect of Relational Transparency and Motivation on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.777[a]	0.603	0.601	0.30888

a. Predictors: (Constant), Motivation, Relational Transparency

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	56.809	2	28.405	297.712	<.001[b]
	Residual	37.401	392	0.095		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Relational Transparency

Coefficients[a]

		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.648	0.156		4.162	0.000
	Relational Transparency	0.239	0.031	0.284	7.845	0.000
	Motivation	0.621	0.037	0.600	16.563	0.000

a. Dependent Variable: Performance

Balanced Processing and Performance of Employees. The third objective was to find out the effect of balanced processing (BP) on the performance of employees (PE) of commercial banks(CBs) in Kenya. The null hypothesis (H_03) stated that, balanced processing has no statistically significant effect on the performance of employees of commercial banks in Kenya. A composite index of balanced processing was computed and regressed against PE of CBs in Kenya. The independent variable was BP, while the dependent variable was PE. The level of influence was tested on the dependent variable using a simple regression test. The findings of the simple regression test regarding the effect of BP on employee performance are presented in Table 4.23.

The model summary in Table 4.23 shows the correlation value 0.633, which indicates a significant relationship between BP and performance of employees. The coefficient of determination was 0.401, which indicates 40.1% effect of balanced processing on employee performance. ANOVA Table presented results that show 263.442 reported F statistic, which is greater than 18.5 critical value observed in the F-Tables. The significance level 0.001 reported was less than the p-value of 0.05, hence the null hypothesis was rejected. The null hypothesis stated, "There is no statistically significant effect of balanced processing on the performance of employees of commercial banks in Kenya." The Coefficient Table show the t-value for balanced processing was 9.760, which is greater than 0.05 critical value. The following regression model represented the results: P= 3.013+ 0.306BP +έ,

Where: P= Performance, BP= Balanced Processing, έ =Error term.

The model has β, which is interpreted as a coefficient of regression direction that shows the amount of change in the variable P for each unit of change in variable BP (Yasmin et al., 2020). This change could be either positive or negative, which in this test β value was positive. Therefore, balanced processing has a statistically significant effect on the of employee performance within commercial banks in Kenya.

Table 4.23

The Effect of Balanced Processing on Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.633[a]	0.401	0.400	0.37883

a. Predictors: (Constant), Balanced Processing of Information

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	37.808	1	37.808	263.442	<.001[b]
	Residual	56.402	393	0.144		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Balanced Processing of Information

Coefficients[a]

Model		Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	2.118	0.143		14.767	0.000
	Balanced Processing of Information	0.545	0.034	0.633	16.231	0.000

a. Dependent Variable: Performance

Balanced Processing, Motivation and Performance of Employees. Hierarchical multiple regression has been advocated as a more appropriate model for determining the moderating effect of a quantitative variable on the relationship between two other quantitative variables (Cramer, 2009). The results in Table 4.24 reported a strong correlation between BP, motivation and PE, where R=0.797. The results further show R^2=0.634, which means that both BP and motivation put together account for 63.4% change in the of employee performance within CBs in Kenya. This results suggest that motivation has a significant moderating influence on the relationship between BP and employee performance. ANOVA Table reported 340.228 F statistic, which is greater than 18.5 critical value observed in the F-Tables. The results showed a significance level of 0.001, which is a value less than p-value of 0.05. The Coefficient Table shows the t-value for balanced processing was 10.030 and motivation 15.813, which are both greater than the critical value of 0.05. This implies that motivation has a statistically significant moderating effect on the relationship between BP and PE. Thus, motivation strengthens the connection between PE and performance of employees. These results are in line with the study conducted by Shilaho (2019), which assessed the effects of motivation on employee performance of CBs in Kenya. The findings showed a significant influence of motivation on employee performance. Further, results also support Mohamud et al.’s (2017) study, which investigated the effect of motivation on PE among staff of Hormuud Company in Mogadishu Somalia. Descriptive research design was used in the study as well as a structured questionnaire to gather data. The results showed that motivation had a strong influence on performance of employees of Hormuud Company with value R=0.716. The results for the current study are represented in this regression model:

$P= 1.413+ 0.134BP + 0.530M + \varepsilon$,

Where P =Performance, BP=Balanced Processing, M = Motivation, ε = Interaction Term

Table 4.24

Effect of Balanced Processing and Motivation on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.797[a]	0.634	0.633	0.29639

a. Predictors: (Constant), Motivation, Balanced Processing of Information

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	59.775	2	29.887	340.228	<.001[b]
	Residual	34.435	392	0.088		
	Total	94.210	394			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Balanced Processing of Information

Coefficients[a]

		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.550	0.150		3.673	0.000
	Balanced Processing of Information	0.304	0.030	0.354	10.030	0.000
	Motivation	0.577	0.037	0.558	15.813	0.000

a. Dependent Variable: Performance

Internalized Moral Perspective and Performance of Employees. The fourth objective was to determine the effect of internalized moral perspective (IMP) on the performance of employees (PE) of commercial banks (CBs) in Kenya. The null hypothesis ($H_0$4) for this objective stated that internalized moral perspective has no statistically significant effect on the performance of employees of commercial banks in Kenya. A composite index of internalized moral perspective was computed and regressed against performance of employees of CBs in Kenya. The independent variable was internalized moral perspective, while the dependent variable was employee performance. A simple regression test was done to test the influence level of predictor variable on the dependent variable. The results of the simple regression test regarding the effect of internalized moral perspective on PE are presented in Table 4.27.

The model summary in Table 4.25 shows the correlation value was R=0.577, which indicates a positive and significant relationship between internalized moral perspective and employee performance. The coefficient of determination is represented by R^2=0.333, which indicates that self-awareness accounted for 33.39% of the variation in the performance of employees. The ANOVA results presented show a significant influence of IMP on the performance of employees, where 195.374 F statistic is greater than 18.5 critical value observed from the F-Tables. The significance level 0.001 reported is less than the p-value 0.05, hence the null hypothesis rejected. The null hypothesis stated, "Internalized moral perspective has no statistically significant effect on the performance of employees of commercial banks in Kenya." The Coefficient table results show the t-value for IMP is 13.978, which is greater than p-value=0.05. The regression model that represented the results is as follows: $P = 2.409 + 0.433IMP + έ$,

Where: P= Performance, IMP= Internalized Moral Perspective, έ =Error term.

The regression model had β value, which showed a positive direction of the relationship, where there was average change in the variable P for each change in variable IMP. Therefore, the study established that internalized moral perspective has a statistically significant effect on the performance of employees of CBs in Kenya. Internalized moral perspective is a single important component of authentic leadership that influences performance of employees and has received more attention by organizations following its main contribution to organizational performance (Yasmin et al., 2020).

Table 4.25

Effect of Internalized Moral Perspective on Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.577[a]	0.333	0.331	0.39978

a. Predictors: (Constant), Internal Moral Perspective

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	31.226	1	31.226	195.374	<.001[b]
	Residual	62.652	392	0.160		
	Total	93.878	393			

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal Moral Perspective

Coefficients[a]

		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.952	0.178		10.967	0.000
	Internal Moral Perspective	0.565	0.040	0.577	13.978	0.000

a. Dependent Variable: Performance

Internalized Moral Perspective, Motivation and Performance of Employees. This study established the true relationship between the independent and dependent variables by introducing a moderator variable that is related to the variables of interest (Salkind, 2011). The amount of change in the relationship between a dependent variable and independent variables is attributed to the moderating variable and is presumed to be the true relationship (Hair et al., 2019). The model summary results in table 4.26 show a strong correlation between IMP, motivation and PE, which is represented by R=778. The results also show a value of R^2= 0.605, which means that IMP and motivation together account for 60.5% of the variation in PE. Thus, motivation has a statistically significant moderating effect on the relationship between internalized moral perspective and employee performance. The ANOVA results show the value of 299.239 F statistic, which is greater than 18.51 critical value observed from the F-Tables. The model shows a significance level of 0.001, which is less than p-value of 0.05. The Coefficient results show the t-value for IMP was 8.047 and for motivation 16.412 and both are greater than 0.05 critical value. The results show a strong effect of IMP and motivation on employee performance within CBs in Kenya. The results confirm that motivation has a statistically significant effect on the relationship between internalized moral perspective and performance of employees of CBs in Kenya. Therefore, IMP of leaders combined with motivation, results into higher performance of employees. These results are in line with the study conducted by Ekundayo and Ayoade (2017), which sought to assess the impact of motivation on performance of employees of selected insurance companies in Nigeria. The study used descriptive research design and a structured questionnaire to collect data from 100 employees. The findings showed 102.401 F statistic, which is greater than 16.919 critical value. The findings suggested a strong and positive relationship between motivation and employee performance. The results for the current study are characterized by this regression model: $P= 1.287+ 0.246IMP + 0.442M + \varepsilon$,

Where P =Performance, IMP=Internalized Moral Perspective, M = Motivation, ε = Error term.

Table 4.26

The Effect of Internalized Moral Perspective and Motivation on Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.778[a]	0.605	0.603	0.30802

a. Predictors: (Constant), Motivation, Internal Moral Perspective

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	56.781	2	28.391	299.239	<.001[b]
	Residual	37.096	391	0.095		
	Total	93.878	393			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Internal Moral Perspective

Coefficients[a]

Model		Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	0.419	0.166		2.529	0.012
	Internal Moral Perspective	0.285	0.035	0.292	8.047	0.000
	Motivation	0.615	0.037	0.595	16.412	0.000

a. Dependent Variable: Performance

Authentic Leadership and Performance of Employees. This section reports the results of authentic leadership and motivation on the performance of employees as shown in Table 4.27. The strength of correlation between authentic leadership and performance of employees was R=0.716, which is significant. The coefficient of determination for AL was R^2=0.507, which means that 50.7% of the change in employee performance was occasioned by authentic leadership. The ANOVA Table shows that F static value for AL is 102.050. The F static is greater than the critical value of 18.51 observed from the F-Tables. The results further reported that the significance level for AL is 0.001, which is less than the p-value=0.005. According to Keim (2020), if the magnitude of the t-value is greater than the critical value (0.05), reject the null hypothesis. Table 4.29 results report that the all the t-values were greater than 0.05 critical value. Consequently, all the four null hypotheses related to independent variables of the study were rejected. Therefore, the study determined that authentic leadership has a significant effect on the performance of employees of CBs in Kenya.

Table 4.27

Effect of Authentic Leadership on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.716[a]	0.512	0.507	0.34316

a. Predictors: (Constant), Balanced Processing of Information, Self Awareness, Internal Moral Perspective,

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	48.069	4	12.017	102.050	<.001[b]
	Residual	45.808	389	0.118		
	Total	93.878	393			

a. Dependent Variable: Performance

b. Predictors: (Constant), Balanced Processing of Information, Self Awareness, Internal Moral Perspective, Relational

Coefficients[a]

Model		Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	1.135	0.170		6.672	0.000
	Internal Moral Perspective	0.134	0.050	0.137	2.665	0.008
	Self Awareness	0.250	0.041	0.278	6.155	0.000
	Relational Transparency	0.073	0.045	0.087	1.626	0.105
	Balanced Processing of Information	0.305	0.046	0.355	6.576	0.000

Authentic Leadership, Motivation and Performance of Employees. The results changed drastically when the moderating variable was introduced in the model. The correlation between the combined AL and motivation on the one side and performance of employees is strong at R=0.813. The contribution of AL and motivation to the change in PE is R^2=0.662. The ANOVA Table 4.28 shows p-value of 0.001 and F statistic of 151.752. The t-value of IMP is 17.67, SA 38.70, RT 0.970 and BP 5.311. All the t-values are above the critical value of 0.05, which implies all the null hypotheses related to these predictor variables are rejected. Consequently, this study has established that authentic leadership and motivation have a significant effect on employee performance within CBs in Kenya. The following multiple regression model represent the findings:

$P = 0.236 + 0.136SA + 0.036RT + 0.209\ BP + 0.075IMP + 0.497M + \varepsilon$,

Where P =Performance, SA=Self-awareness, RT=Relational Transparency, BP=Balanced Processing, IMP=Internalized Moral Perspective, M = Motivation, ε = Error term.

Table 4.28

Effect of Authentic Leadership and Motivation on the Performance of Employees

Model Summary

Model	R	R Square	R Square	Estimate
1	.813[a]	0.662	0.657	0.28612

a. Predictors: (Constant), Motivation, Relational Transparency, Self Awareness, Internal Moral Perspective,

ANOVA[a]

Model		Squares	df	Mean Square	F	Sig.
1	Regression	62.115	5	12.423	151.752	<.001[b]
	Residual	31.763	388	0.082		
	Total	93.878	393			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Relational Transparency, Self Awareness, Internal Moral Perspective, Balanced Processing

Coefficients[a]

Model		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.236	0.158		1.496	0.135
	Internal Moral Perspective	0.075	0.042	0.076	1.767	0.078
	Self Awareness	0.136	0.035	0.150	3.870	0.000
	Relational Transparency	0.036	0.038	0.043	0.970	0.332
	Balanced Processing of Information	0.209	0.039	0.243	5.311	0.000
	Motivation	0.497	0.038	0.480	13.098	0.000

a. Dependent Variable: Performance

Chapter Summary

This chapter reported and discussed the findings of study, which involved results of hypotheses testing using correlation and regression models. The report includes demographics of the sample, descriptive and inferential statistics. The summary of regression analysis is stipulated in Table 4.29.

Table 4.29

Summary of Regression Model Analysis

Variable	R	R Square	Sig	t-value
Self-awareness	0.568	0.323	0.001	13.693
Self-awareness and Motivation	0.772	0.596	0.001	16.273
Relational Transparency	0.570	0.325	0.001	13.761
Relational Transparency and Motivation	0.777	0.603	0.001	16.563
Balanced Processing	0.633	0.401	0.001	16.231
Balanced Processing and Motivation	0.797	0.634	0.001	15.813
Internalized Moral Perspective	0.577	0.333	0.001	13.978
Internalized Moral Perspective and Motivation	0.778	0.605	0.001	16.412

Dependent Variable: Employee Performance

Chapter Five

Summary of Findings, Conclusions, Recommendations and Further Research

Introduction

This chapter presents a summary of key study findings, relevant conclusions, recommendations and areas for further research. The study examined the effects of self-awareness, relational transparency, balanced processing and internalized moral perspective on the performance of employees of commercial banks in Kenya. The study further investigated the moderating effect of motivation on the relationship between self-awareness, relational transparency, balanced processing as well as internalized moral perspective and the performance of employees of commercial banks in Kenya. A summary of results based on the objectives of the study is presented and discussed in this chapter. Conclusions were drawn from the results and recommendations made on how authentic leadership can be integrated in the management of commercial banks in Kenya in order to enhance employee performance. The chapter also highlighted research gaps for further study.

Summary of the Findings

The study tested normality of data before performing regression tests to decide whether to reject or retain null hypotheses. The test results showed that data were normally distributed. Further, a multicollinearity test established that the independent variables did not suffer multicollinearity. The coefficient correlation results showed that SA, RT, BP, IMP, motivation and PE variables were significantly correlated. The study findings established that the combined authentic leadership components had statistically significant effect on the performance of employees at the significance level of 0.001. Similarly, the ANOVA results showed combined AL components and motivation had a significance level of 0.001. The correlation strength between AL and PE was 0.716, while between AL, motivation and PE was 0.813. The study found out that 51.2% of change in PE was occasioned by AL, while combined AL and motivation caused 66.2% change in PE. All five null hypotheses of the study were rejected because the magnitude of the t-values were greater than the critical value 0.05 (Keim, 2020). The null hypotheses related to SA, RT, BP, IMP and PE were rejected because the significant values were all 0.001, hence less than 0.005 critical value. These results imply that when the leader has all the variables of AL and they efficiently apply them, the level of performance of employees will increase. Performance of employees has received great attention by commercial banks in Kenya due to its dominant contribution to the achievement of organizational goals. The main objective of this research was to determine the effect of authentic leadership and motivation on the performance of employees of CBs in Kenya. To achieve this objective, four components of authentic leadership were regressed against PE, with motivation as the moderating variable.

Self-Awareness

The first objective of the study established the relationship between self-awareness and performance of employees of commercial banks in Kenya. The study findings showed that there is a significant relationship between SA and performance of PE of commercial banks in Kenya. The findings of descriptive analysis were supported by the majority of respondents who agreed that their leaders always express their feelings, can describe who they really are, seek feedback to improve interactions and accurately describe how others view their capabilities. Further, correlation analysis showed a positive association between self-awareness and performance of employees. Regression results showed that self-awareness has a positive and significant effect on the employee performance. It is also worth of note that motivation has a significant direct effect on employee performance. Thus, the higher the motivation level of employees, the greater the effect of SA on employee performance. Therefore, as much as self-awareness is essential for employee performance, it was established that motivation determines the extent to which leaders succeed in enhancing the performance of employees. Without a motivated employee, the leaders' expectation of performance from employees will be less realized. Therefore, regression results indicated a statistically significant effect of self-awareness on employee performance within CBs in Kenya.

Relational Transparency

The second objective established the effect of relational transparency (RT) on the performance of employees (PE) of commercial banks (CBs) in Kenya. Regression results revealed that majority of the commercial banks' managers willingly commit to self-disclosure in their relationships. Respondents also indicated that their leaders always say exactly what they mean, encourage others to speak their mind and always admit mistakes when they occur. Thus, authentic leaders exhibit leadership with emphasis on relational transparency. The correlation analysis showed a positively significant connection between RT and employee performance within CBs in Kenya. Regression analysis showed that relational transparency has a statistically significant effect on employee performance within CBs in Kenya.

Balanced Processing

The third objective assessed the effect of balanced processing on the performance of employees of commercial banks in Kenya. Regression results indicated that leaders in commercial banks practice the art of listening carefully to all views before making decisions. The employees acknowledged that their leaders ask for the views of others that challenge their deeply held stand. The findings revealed that leaders objectively analyze all relevant data prior to making decisions. The employees of commercial banks in Kenya agreed that their leaders do not ignore, distort or exaggerate self-relevant information. The correlation analysis showed a positively significant relationship between balanced processing and employee performance. Regression analysis showed that balanced processing has a positively significant effect on the performance of employees. Consequently, the hypothesis test results indicated that balanced processing has a statistically significant effect on employee performance with CBs in Kenya.

Internalized Moral Perspective

The fourth objective established the influence of internalized moral perspective on the performance of employees of commercial banks in Kenya. The researcher sought the views of respondents regarding their leaders' internalized moral standards using four items. Majority of the respondents agreed their leaders' actions are consistent with their core values. They also indicated that their leaders make known their stand on controversial issues. The respondents agreed that the leaders in commercial banks often manage group pressure. They also agreed that their leaders' express their true self in the face of adversity. The correlation analysis showed that internalized moral perspective and performance of employees of CBs in Kenya have a positive and a statistically significant association. Regression analysis showed a positive and a statistically significant effect of IMP on employee performance. The null hypothesis was rejected on the basis of the regression analysis results. Consequently, internalized moral perspective has a statistically significant effect on the performance of employees of commercial banks in Kenya.

Moderating Effect of Motivation

The final objective assessed the influence of motivation on the relationship between AL and performance of employees of CBs in Kenya. Majority of the respondents indicated that they always immediately strive for the next goal after achieving one. Most of the respondents also indicated that they always put in extra effort to achieve their goals. The respondents showed that they always arrive at work on time. Majority of the respondents agreed that they complete their tasks and often finish those tasks earlier than expected. This study used simple linear regression and established that the four components of authentic leadership significantly influenced employee performance within CBs in Kenya. However, the introduction of motivation as a moderating variable reinforced the effect of authentic leadership on employee performance within CBs in Kenya. Thus, the moderating factor introduced a different view of authentic leadership with regard to performance of employees.

Therefore, regression results indicated that motivation has a significant influence on the relationship between combined dimensions of authentic leadership and performance of employees of CBs in Kenya. Consequently, the null hypothesis was rejected. The hypothesis, stated that "motivation does not have a statistically significant moderating effect on the relationship between authentic leadership and performance of employees of commercial banks, was rejected".

The summary findings of the hypotheses tests based on the objectives of the study and explanations are presented in Table 5.1. The guiding principle required that the null hypothesis be rejected if the predictor variable had a statistically significant effect on the dependent variable. The significance level was tested at a critical value of 0.05.

Table 5.1

Summary Statistics and Interpretations of Hypotheses Testing

Objective	Hypothesis	P-value	Analytical Model	Comments
1	H_O1: There is no statistically significant effect of self-awareness on performance of employees of commercial banks in Kenya.	0.001	$P= \beta_0+ \beta_1SA + \acute{\varepsilon}$	Reject the null hypothesis and conclude that self-awareness has a statistically significant effect on the performance of employees of commercial banks in Kenya.
2	H_O2: Relational transparency has no statistically significant effect on performance of employees of commercial banks in Kenya.	0.001	$P= \beta_0+ \beta_2RT + \acute{\varepsilon}$	Reject the null hypothesis and conclude that Relational transparency has a statistically significant effect on the performance of employees of commercial banks in Kenya.
3	H_O3: Balanced processing has no statistically significant effect on performance of employees of commercial banks in Kenya.	0.001	$P= \beta_0+ \beta_3BP + \acute{\varepsilon}$	Reject the null hypothesis and conclude that balanced processing has a statistically significant effect on the performance of employees of commercial banks in Kenya.
4	H_O4: Internalized moral perspective has no statistically significant effect on performance of employees of commercial banks in Kenya.	0.001	$P= \beta_0+ \beta_4IMP + \acute{\varepsilon}$	Reject the null hypothesis and conclude that Internalized moral perspective has a statistically significant effect on the performance of employees of commercial banks in Kenya.
5	H_O5: Motivation has no statistically significant moderating effect on the relationship between authentic leadership and performance of employees of commercial	0.001	$P= 0\ \beta_0+ \beta_1SA+ \beta_2RT+ \beta_3BP+ \beta_4IMP + \beta_5M + \varepsilon$	Reject the null hypothesis and conclude that Motivation has statistically significant moderating effect on the relationship between AL and performance of employees of commercial banks in Kenya.

Conclusion

Based on the findings of this study, several conclusions were drawn. Authentic leadership is an effective leadership model with four key constructs, which provide important role in the employee performance within commercial banking industry of Kenya. This contribution is reinforced by adding motivation as the moderating factor. Performance of employees is a critical factor that contributes dominantly towards the achievement of organizational goals. Thus, the influence of authentic leadership on the performance of employees leads to improved performance of organizations. This study infers from the summary results that authentic leadership plays a significant role in the performance of employees, because it meets their desired needs and expectations.

This study established that AL has a significant influence on the performance of employees of CBs in Kenya. It is also clear that motivation plays a critical in enhancing the association of authentic leadership and employee performance within commercial banks in Kenya. Therefore, leader behaviour, which includes self-awareness, relational transparency, balanced processing and internalized moral perspective, strengthens the leader-follower relationship within the CBs in Kenya. Improved PE is mostly indicated by the level of individual quality work output, productivity, efficiency in resource utilization and rate of turnover intentions. The results of this study are evident that motivated employees have a sense of direction, which means ability to find goals to achieve, they channel all effort toward achieving the goals and they show persistence in achieving those goals. Therefore, motivation provides a good opportunity for employees to find their goals and apply enough effort toward the goals as they persist in achieving the goals. This study has confirmed that authentic leadership's purpose is to development leaders as well as employees in order to enhance employee performance. Therefore, based on the correlation analysis results, this study has demonstrated that authentic leadership and motivation have a positive and strong effect on employee performance within commercial banking industry of Kenya.

Recommendations

This section gives several recommendations that are related to the study findings. Commercial banks in Kenya should increase the effectiveness of authentic leadership by fostering the behaviour of self-awareness, relational transparency, balanced processing and internalized moral perspective. Since this study has established that performance of employees is strongly influenced by authentic leadership, the top management of commercial banks in Kenya should promote AL by formulating policies and developing training programs that incorporate the four-component authentic leadership model. Adopting AL model of leadership will benefit commercial banks by enhancing their effort to achieve organizational objectives and visions. Commercial banks in Kenya will achieve high productivity, high quality work output, reduced turnover intentions and efficiency through AL model that exhibits self-awareness, relational transparency, balanced processing and internalized moral perspective behaviours. Further, the management of commercial banks in Kenya should consider motivation of staff because of the critical role it plays in the performance of employees. It is widely acknowledged that commercial banks performance is dominantly reliant on the level of employee performance. Therefore, it is necessary for CBs in Kenya to put measures in place that ensure best leadership practices and motivation strategies that promote sustained PE. Further, this study recommends that the top management of CBs should incorporate dimensions of AL and motivation in their strategies for promotion of PE, which will lead to achieving organizational goals and objectives. Performance of employees involves all staff cadres of CBs in Kenya, which the top management must acknowledge and employ proper leadership strategy.

Commercial banks should create organizational climate that supports the enhancement of authentic leadership practice and motivation in order to achieve optimal employee performance. As banks adopt authentic leadership, they will realize that self-awareness creates employee confidence in their leaders, while relational transparency strengthens the leader-follower relationship. They will also notice that balanced processing ensures that the views of others are considered for inclusive decision-making, while internalized moral perspective creates a sense of setting ethical and moral standards. The leadership should motivate employees in such a way that they are enthusiastic about finding goals to achieve and putting in more effort, while sustaining persistence until the set goals are achieved.

Commercial banks should help their leaders to identify their core values that are in line with the organizational values. The leaders should be able to describe their identity, understand their emotions and motives. Leaders with these characteristics are described as having self-awareness behaviour. Commercial banks managers in Kenya need to increase their relational transparency by cultivating the characteristics of readily committing to vulnerability or self-disclosure in their relationship with others at work. They should be willing to admit mistakes when they occur and say exactly what they mean as they encourage others to speak their mind. Commercial banks should come up with plans of inculcating the behaviour of balanced processing of information in their leadership development programs. This will help largely in information sharing, policy formulation and unbiased decisions that positively affect performance of employees. Some of the values that need to be considered in developing this behaviour include having leaders who listen actively to others' viewpoints prior to making a decision. The leaders should also be encouraged to ask for opinions that challenge their own positions that they deeply hold. They should develop the practice of objectively analyzing all relevant information before making decisions. They also ought to exhibit balanced processing behaviour by not ignoring, distorting or exaggerating self-relevant information in order to avoid biased decisions that can demotivate employees. Commercial banks in Kenya should develop a leadership process that can build the internalized moral perspective of their leaders. Internalized moral perspective also referred to as authentic behaviour is an indication of a leader's behaviour of acting in line with his or her true self. This behaviour is achieved when a leader acts in accord with his or her core values. Additionally, the top management of CBs in Kenya should find ways of developing leader behaviour that encourages leaders to manage group pressure as well as freely declare their stand on controversial issues without feeling intimidated.

Commercial banks should employ strategies of constantly motivating employees toward high performance. The top leadership should provide opportunities for employees to find goals they can achieve. Employees should be motivated to increase their intensity at work, by putting in extra effort to achieve goals, arrive at work on time and operate at their optimal. Management of banks should enhance performance of their employees by motivating them to remain persistent by sustaining effort to complete assigned tasks efficiently.

Commercial banks should develop mechanisms that they can use to monitor performance of employees. Some of the measurements that this study recommends include productivity. Productivity will involve observing how employees plan and prioritize their work, whether they complete assignments on schedule, use available resources effectively and help others to complete their tasks. Another measurement that banks can use to rate performance of employees is the turnover intentions. Thus, banks may need to know whether their employees are satisfied with remuneration and benefits policy, satisfied working for the organization, satisfied with availability of opportunities for personal-growth and have confidence in their leaders. Commercial banks can use quality of work measurement to monitor performance of employees. In this case, the leadership may need to know not only the rate at which employees complete their work, but importantly the amount of errors made. The leadership should set high quality standards by which the employee's work is measured. This parameter is important because commercial banks are in a service industry, whose major purpose is to achieve customer satisfaction and consequently make profits. Quality of work output can also be indicated by employees' contribution to excellent ideas on how to improve competitive work products and services. The leadership of commercial banks should adopt efficiency as a measurement of performance of employees. Some of the indicators banks can use to monitor efficiency include completing work within the allocated time, use of the most effective methods for doing the work, efficient use of time at work and effective prioritizing of tasks.

In summary, the recommendations offered were centred on the five objectives of the study. The implementation of these recommendations will improve the performance of employees in the commercial banking industry of Kenya. The areas of study included self-awareness and performance of employees; relational transparency and performance of employees; balanced processing and performance of employees as well as internalized moral perspective and performance of employees of CBs in Kenya. The study also looked at the moderating effect of motivation in the relationship between authentic leadership and performance of employees of commercial banks in Kenya. The overall objective was to establish the effect of authentic leadership and motivation on the performance of employees of commercial banks in Kenya. In summary, the study recommends that commercial banks should embrace authentic leadership, which has values that are consistent with the performance of employees. This should go along with motivation of employees for greater performance. Thus, motivation is an important tool, which commercial banks should consider and embrace because of its critical role in creating an organizational climate for performance of employees. Further, this study recommends that the commercial banks should always organize self-development programs for their employees. They must organize training and retraining programmes as well. An employee must be moved around in different departments of the bank so that he or she can acquire an all-round experience and skill.

Areas for Further Study

Further research should be undertaken to establish the effect of authentic leadership on performance of employees in other contexts. The study was delimited on employees of commercial banks in Kenya and not other contexts. Commercial banks are directly under the supervision of central bank of Kenya. Although, the study context was commercial banks in Kenya, the banking industry includes other customer-based financial institutions, on which similar studies can be conducted.

Further studies can also be undertaken to explore the effect of other moderating variables, such as organizational culture and organizational structure, on the relationship between authentic leadership and performance of employees of commercial banks in Kenya or other contexts. Further studies should consider separately the effect of authentic leadership on employee motivation and the direct effect of motivation on performance of employees. Additionally, this study can be enriched by going beyond performance of employees and consider the effect of authentic leadership on performance of organizations with an aim of attaining optimum performance agenda.

Although, this study used cross-sectional descriptive research design, future research should explore alternative designs, including longitudinal research design to yield outcomes that can identify cause and effect relationships. Longitudinal research design has considerable potential to yield rich data that can trace changes over time and with great accuracy. Its main strength is the capacity to study change and development, which gives the researcher control over study variables. The study used quantitative method, however, future research should consider both quantitative and qualitative data in order to achieve a broad understanding, which one method only cannot offer. Qualitative research is inductive in nature and it explores meanings and insights in a specific situation. It is also used to explore the behaviour, perspectives, feelings and experiences of people, which makes it subjective unlike quantitative, which is objective.

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Appendix I: Structured Questionnaire

Dear Respondent,

This questionnaire is designed for data collection regarding authentic leadership, motivation and performance of employees of commercial banks in Kenya. Kindly note that the information gathered will be strictly confidential and used for academic purpose only. Please fill in or tick the appropriate response to the best of your knowledge.

Section 1: Demographics

Name of the Bank ____________________________

1. Gender

   Male [ ]

   Female [ ]

2. Age Bracket

   21-30 years [ ]

   31-40 years [ ]

   41-50 years [ ]

   Above 50 years [ ]

3. Length of Service in the Bank

   1-10 years [ ]

   11-20 years [ ]

   21-30 years [ ]

   31 years and above [ ]

4. Position Occupied

   Management [ ]

   Supervisory [ ]

   Clerical [ ]

   Secretarial [ ]

5. Level of Education

PhD [ ]

Master's Degree [ ]

Bachelor's Degree [ ]

Diploma [ ]

Professional Qualifications [ ]

SECTION 2: Authentic Leadership

This section is divided into four areas, Self-awareness, Relational Transparency, Balanced Processing of Information, Internalized Moral Perspective. Using the provided scale, respond to each statement by ticking the number that you feel most accurately characterizes your response.

Note: Leader could mean your immediate supervisor or manager.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Self-awareness	1	2	3	4	5
6.	My leader always expresses his or her feelings.					
7.	My leader accurately describes who he or she really is.					
8.	My leader seeks feedback to improve interactions with others.					
9.	My leader accurately describes how others view his or her capabilities.					
	Relational Transparency					
10.	My leader encourage others to speak their mind.					
11.	My leader says exactly what he or she means.					
12.	My leader always admits mistakes when they are made					
13.	My leader readily commits to self-disclosure when relating with others.					

	Balanced Processing of Information					
14.	My leader listens carefully to different viewpoints before making decisions.					
15.	My leader solicits views that challenge his or her deeply held position.					
16.	My leader objectively analyzes all relevant information before making a decision.					
17.	My leader does not ignore, distort or exaggerate self-relevant information.					
	Internalized Moral Perspective					
18.	My leader's actions are consistent with his or her core values.					
19.	My leader often manages group pressure.					
20.	My leader expresses his or her true self in the face of adversity.					
21.	My leader makes known his or her stand on controversial issues.					

Section 3: Performance of employees

This section involves Productivity, Turnover intentions, Quality of work, Efficiency.

Rate these statements on a scale of 1-5 showing the extent to which you agree.

		Very small extent	Small extent	Not at all	Great extent	Very great extent
		1	2	3	4	5
	Productivity					
22.	I plan and prioritize my work					
23.	I complete assignments on schedule.					
24.	I use available resources effectively.					

25.	I help others to complete their tasks.					
	Turnover Intentions					
26.	My bank has good pay and benefits policy					
27.	I am satisfied working for this bank.					
28.	This bank has opportunities for personal-growth.					
29.	I have confidence in my bank's management					
	Quality of Work					
30.	I complete my work ahead of schedule with minimal errors.					
31.	My work is rarely rejected for failing to meet the bank standards of high quality work output.					
32.	I contribute excellent ideas on how to improve competitive work products and services					
	Efficiency					
33.	I complete my work in the allocated time.					
34.	I use the most effective methods for doing the work.					
35.	I make efficient use of my time at work.					
36.	I prioritize my tasks effectively.					

Section 4: Motivation

This section is divided into Direction, Intensity, Persistence

Rate these statements on a scale of 1-5.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	2	5
	Direction					
37.	I always have goals to achieve.					
38.	After achieving one goal, I immediately strive for the next goal.					
	Intensity					
39.	I always put in extra effort to achieve my goals.					
40.	I always arrive at work on time.					
41.	I often try to operate at my optimal.					
	Persistence					
42.	Despite the obstacles I encounter in my work, I always sustain effort to complete the task.					
43.	I always complete my tasks.					
44.	I often finish my tasks earlier than expected.					

Thank you.

Appendix ii: Time Schedule

Activity	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	July 2022
Proposal writing and corrections												
Proposal submission												
Proposal defence and corrections												
Ethical and research permits												
Instrument pre-testing and analysis												
Data collection												
Data analysis												
Dissertation writing and corrections												
Final defence and corrections												

Appendix iii: Research Budget

No.	Item	Quantity	Unit	Total	Actual
1.	Internet research	12 months	3,000	36,000	
2.	Proposal printing and spiral binding	Four pieces	2,500	10,000	
3.	Data analysis (software and training)			10,000	27000
4.	Airtime	12 months	1,000	12,000	
5.	Stationery			8,000	3,650
6.	NACOSTI Research Permit			4,000	4,500
7.	Research assistants			150,000	100,000
8.	Dissertation printing and spiral binding	4 pieces	2,500	10,000	
9.	Editorial services			20,000	
10	Dissertation printing hard cover binding	4 pieces	5,000	20,000	
11	Journal publishing	2 journals	15,000	30,000	
12	Contingency provision			50,000	
	Total			360,000	

Appendix iv: Research Authorization and Clearance Letter

1ST APRIL, 2022

PAN AFRICA CHRISTIAN PAC UNIVERSITY

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR MASIMANE BETHUEL ASIECHE REG. NO: POLD/6941/16

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing the degree of Doctor of Philosophy in Organizational Leadership Development.

He is at the final stage of the programme and is preparing to collect data to enable him finalise on the Dissertation. The dissertation title is ***"Authentic Leadership, Motivation and Performance of Employees within Commercial Banks in Kenya"***.

We kindly request that you allow him obtain a research permit so as to proceed and conduct research amongst the employees of Commercial Banks in Kenya.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200
TEL: 0721 932050 0734 400694
NAIROBI KENYA

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Appendix v: NACOSTI Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 682136

Date of Issue: 06/April/2022

RESEARCH LICENSE

This is to Certify that Mr.. Bethuel Asiecho Masimane of Pan Africa Christian University, has been licensed to conduct research in Nairobi on the topic: AUTHENTIC LEADERSHIP, MOTIVATION AND PERFORMANCE OF EMPLOYEES WITHIN COMMERCIAL BANKS IN KENYA for the period ending : 06/April/2023.

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682136

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Director General

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Appendix vi: Commercial Banks in Kenya

	Bank
1	ABSA Bank Kenya
2	Access Bank Kenya
3	African Banking Corporation Limited
4	Bank of Africa Kenya Limited
5	Bank of Baroda (K) Limited
6	Bank of India
7	Citibank N.A Kenya
8	Consolidated Bank of Kenya Limited
9	Co-operative Bank of Kenya Limited
10	Credit Bank Limited
11	Development Bank of Kenya Limited
12	Diamond Trust Bank Kenya Limited
13	DIB Bank Kenya Limited
14	Ecobank Kenya Limited
15	Equity Bank Kenya Limited
16	Family Bank Limited
17	First Community Bank Limited
18	Guaranty Trust Bank (K) Ltd
19	Guardian Bank Limited
20	Gulf African Bank Limited
21	Habib Bank A.G Zurich
22	I&M Bank Limited

23	Kingdom Bank Limited
24	KCB Bank Kenya Limited
25	Mayfair CIB Bank Limited
26	Middle East Bank (K) Limited
27	M-Oriental Bank Limited
28	National Bank of Kenya Limited
29	NCBA Bank Kenya PLC
30	Paramount Bank Limited
31	Prime Bank Limited
32	SBM Bank Kenya Limited
33	Sidian Bank Limited
34	Spire Bank Ltd.
35	Stanbic Bank Kenya Limited
36	Standard Chartered Bank Kenya Limited
37	UBA Kenya Bank Limited
38	Victoria Commercial Bank Limited

Source: Central Bank of Kenya (2021)

Peer Ranking: Year 2020

Ranking	Institution	Employees	Sample
Tier I			
1	I&M Bank	1201	15
2	Co-operative Bank of Kenya	1467	18
3	Equity Bank	6428	80
4	Standard Chartered Bank	1156	14
5	ABSA Bank Kenya	1798	22
6	Kenya Commercial Bank	6795	85
7	Stanbic Bank	902	11
8	NCBA Bank	2160	27
9	Diamond Trust	2015	25
	Sub Total	**23922**	**297**
Tier II			
1	Citibank	556	7
2	Bank of India	36	0
3	Bank of Baroda	361	5
4	Prime Bank	406	5
5	SBM Bank (Formerly Chase bank)	903	11
6	Family Bank	1009	13
7	Ecobank	226	3
8	National Bank of Kenya	542	7
9	Bank of Africa	367	5
		4406	**56**
Tier III			
1	Habib Bank A.G. Zurich	659	8
2	GT Bank Kenya	56	1
3	Kingdom Bank (formerly Jamii Bora Bank)	117	1
4	Victoria Commercial Bank	85	1
5	Gulf African Bank	269	3
8	First Community Bank	546	7
6	Sidian Bank	212	3
7	ABC Bank	247	3
9	Credit Bank	209	3
10	Guardian Bank	49	1
11	Middle East Bank	56	1
12	Paramount Bank	34	0
13	Development Bank of Kenya	55	1
14	M Oriental Commercial Bank	28	0
15	UBA Kenya Ltd	18	0
16	Access Bank Kenya (formerly Trans-National Bank)	51	1
17	DIB Bank Kenya	121	2
18	Mayfair Bank	37	1
19	Consolidated Bank	276	3
20	Spire Bank	150	2
	Subtotal	**3277**	**42**
	Total	**31605**	**395**

Source: Think Business Research 2021

Appendix vii: Informed Consent Form

Introduction:

My name is Bethuel A. Masimane. I am a postgraduate student conducting an academic research for the award of a Doctorate degree in Organizational Leadership at Pan Africa Christian University (Reg. No. POLD/6941/16).

Purpose of the Study:

The purpose of this study is to find out the effect of authentic leadership and motivation on performance of employees of commercial banks in Kenya.

Confidentiality:

The insights and information you share will be kept confidential and used for academic purposes only. I will ensure the information you share will not be traced back to participants since the researcher will assign this questionnaire multiple codes at different stages of research. The assigned codes will not be disclosed to anyone. Although verbatim quotes may be used at the analysis stage, any identifying information will be edited and replaced with pseudonyms.

Please, do not write your name or disclose your identity anywhere on the questionnaire.

Statement of Informed Consent:

I understand that participation in this study is voluntary and that I am free to withdraw my consent to participate in the study at any time without consequences. I have been given the opportunity to ask questions about the study and have received answers concerning the areas that I do not understand. I willingly consent to participate in this research.

______________________________ ______________________

Signature of Respondent Date

______________________________ ______________________

Bethuel A. Masimane Date

Appendix viii: Research Assistant Confidentiality Agreement

I, ______________________________ agree to assist the primary investigator in this study by ______________________________ (tasks). I agree to maintain full confidentiality when performing these tasks.

I agree to:

1. Keep all research information shared with me confidential and not discuss or share the information, in any form or format, with anyone other than the primary researcher.
2. Hold in strictest confidence the identification of any individual that may be revealed while performing the research tasks.
3. Not make copies of any data in any form or format unless specifically requested to do so by the primary researcher.
4. Keep all raw data that contains identifying information, in any form or format, secure while it is in my possession. This includes:
   a. Keeping all digitised raw data in computer password-protected files.
   b. Closing any computer programs when temporarily away from the computer.
   c. Permanently deleting any email communication containing the data.
5. Destroy all research information, in any form or format, which is not returnable to the primary investigator (e.g. Information stored on my computer hard drive) upon completing the research tasks.

Name of research assistant______________________________ Phone umber________________

Signature of research assistant______________________________ Date________________

Name of primary researcher______________________________

Signature of primary researcher______________________________ Date________________