

American Journal of
Leadership and Governance
(AJLG)

LEADERSHIP
and
GOVERNANCE

**EFFECT OF INDIVIDUALIZED CONSIDERATION
AND INTELLECTUAL STIMULATION ON JOB
SATISFACTION AMONG EMPLOYEES IN
COMMERCIAL BANKS IN KENYA**

Njiinu Andrew Njiraini, Prof. George O. K'Aol and Prof. Teresia K.
Linge



EFFECT OF INDIVIDUALIZED CONSIDERATION AND INTELLECTUAL STIMULATION ON JOB SATISFACTION AMONG EMPLOYEES IN COMMERCIAL BANKS IN KENYA

¹Njiinu Andrew Njiraini

United States International University-Africa

*Email: andrewnjiraini@gmail.com

²Prof. George O. K'Aol

United States International University-Africa,

Email: gkaol@usiu.ac.ke

³Prof. Teresia K. Linge

United States International University-Africa,

Email: tlinge@usiu.ac.ke

Abstract

Purpose: The purpose of the study was to examine the extent to which individualized consideration and intellectual stimulation influence job satisfaction among employees in commercial banks in Kenya.

Methodology: The study adopted a descriptive research design. The target population consisted of 10,310 managerial employees in the commercial banks in Kenya. A sample of 424 employees was obtained from the population using stratified random sampling technique. Data was collected using structured questionnaires.

Findings: Correlation analysis found that individualized consideration, intellectual stimulation and job security were positively and significantly correlated to job satisfaction $r(347) = .595, p < .05$, $r(347) = .541, p < .05$ and $r(347) = .697, p < .05$ respectively. Multiple linear regression results showed that individualized consideration significantly influenced job satisfaction of the employees ($R^2 = .352, F(1, 138.779) = 188.851, p < .05$). Similarly, multiple linear regression results showed that intellectual stimulation significantly influenced job satisfaction of the employees ($R^2 = .290, F(1, 106.274) = 142.533, p < .05$). Job security was found to significantly moderate the relationships between individualized consideration, intellectual stimulation and job satisfaction $R^2 = .435, F(3, 45.168) = 87.914, p < .05$.

Unique contribution to the theory, practice and policy: The unique contribution of this study is the advancement of transformational leadership theory dimensions - individualized consideration and intellectual stimulation - and job satisfaction among employees in commercial Banks in Kenya. Lastly, the findings inform organizational policies touching on leadership and job satisfaction.

Key Words: *Job Satisfaction, Individualized Consideration, Intellectual Stimulation, Job security*

1.0 INTRODUCTION

1.1 Background of the Study

Job satisfaction is the pleasurable state that produces positive emotions when one evaluates his job or job experiences (Belias *et al.*, 2014). It has also been described as happy feelings that result from how one perceives the job in light of meeting important personal values (Mahmoud & Reisel, 2014). Job satisfaction can also be considered to be a sentimental response of an employee towards the job, which emanates from their experience on the job. It can be seen when a job is perceived to fulfill a person's needs. Additionally, job satisfaction is an acceptable measure of well being in the workplace which contributes to the psychological well being of the employees (Mencl, Wefald & Ittersum, 2016). Job satisfaction is also viewed as accepting the organization's goals, the willingness to work hard and organizational commitment (Jain, Sharma & Jain, 2012). Job satisfaction is also considered as the amount of belief and emotional connection the followers have with their respective organizations (Emmanuel & Hassan, 2015).

Individualized consideration refers to the attribute through which leaders build their people through delegating tasks and supporting their teams. Leaders in this context recognize people's needs for achievement, growth, desires and demonstrate personal interest helping them to satisfy their needs (Avolio & Bass, 2002). Leaders also use this to help them develop the abilities of their followers and empowering them to accomplish higher tasks which can be achieved through delegation, support, training, guidance and effective supervision. To achieve this, a leader acts as both a referee and as a coach (Ibraheem *et al.*, 2011). Individualized consideration variable like delegation, mentoring and support have been found to positively influence job satisfaction (Banford, Buckley & Roberts, 2014; Shujaat *et al.*, 2013; Miao & Kim, 2009). Intellectual stimulation refers to a leader's ability to stimulate the followers by allowing them to be creative; thus, encouraging and allowing them to question assumptions, re-evaluate problematic and challenging situations thereby engaging their minds. The leader not only encourages but also supports creativity. Intellectual stimulation helps the leader to keep the followers constantly engaged in the tasks by allowing them freedom to ask questions and provide any solutions they may have (Long *et al.*, 2014). It allows followers to propose new ideas and offer solutions. Leaders do not criticize their followers in public but encourage the followers to use the best suited approaches and to provide solutions (Omar & Hussin, 2013). Transformational leadership aspects like individualized consideration and intellectual stimulation were found to have a positive relationship with job satisfaction among employees in the public sector in Malaysia (Voon *et al.*, 2011).

1.2 Statement of the Problem

Globalization and recent developments in the banking sector have led to sporadic changes resulting into heightened competition among the banking institutions (IMF, 2017). One of the significant effects resulting from this is the lack of job satisfaction which has resulted from long working hours, increased work load, perceived negative leadership style (Mwangi & Omondi, 2016) job insecurity, poor working conditions, salaries and lack of work-life balance (Mukururi & Ngari, 2014). Job satisfaction among employees of banks has a resultant effect on staff turnover, absenteeism, commitment to the organization (Bader, Hashim & Zaharim, 2013). Globally, various studies have been carried out in the area of transformational leadership

constructs – individualized consideration and intellectual stimulation - and job satisfaction. Studies have proposed further research in the banking sector in order to establish the relationship. In Malaysia, Omar and Hussin (2013) noted a significant relationship between transformational leadership constructs and employee job satisfaction which was revealed in the nursing and academic sector and further research proposed in other areas like banking in order to further analyze the relationship between the two variables. Bader et al. (2013) studied job satisfaction among bank employees in Eastern Libya and found a high level of satisfaction and proposed further research in other banking industries in order to validate the results.

1.3 Purpose of the Study

The purpose of the study was to examine the extent to which individualized consideration and intellectual stimulation influenced job satisfaction among employees in commercial banks in Kenya.

1.4 Research Hypotheses

H₀₁: There is no significant influence of individualized consideration on job satisfaction among employees in commercial banks in Kenya

H₀₂: There is no significant influence of intellectual stimulation on job satisfaction among the employees in commercial banks in Kenya

H₀₃: There is no significant moderating effect of job security on individualized consideration, intellectual stimulation and job satisfaction among employees in commercial banks in Kenya

2.0 THEORETICAL AND EMPIRICAL REVIEW

2.1 Theoretical Review

The study was underpinned by the transformational leadership theory which was first articulated by Burns in the year 1978 (Burns, 1978). It was then advanced by Bernard Bass almost ten years later. The transformational leadership theory has four constructs commonly referred to as the 4I's which are: idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. This study focused Individualized consideration and intellectual stimulation. The theory postulates that leadership ought to create confidence and respect on its subordinates and followers. The leader must clearly communicate the organization vision, enhance individual mind development and motivate the employee's desire to be associated with organization development. Bass (1985) argued that through transformational leadership all followers are involved in pursuit of organization goals. Individualized consideration refers to the degree to which the leader attends to the needs of the followers and act as coaches and mentors. They are able to recognize the employees' unique needs for achievement, growth and desires by keenly listening to their needs and concerns. This takes care of the varying needs of autonomy, encouragement, responsibility, structure and instructions which fosters individual treatment of followers as unique persons and doesn't reduce them to their function and roles (Brandt, Laitinen & Laitinen, 2016). Intellectual stimulation refers to the leader's actions which persuade the

followers to use their sense of logic and analyze situations using their creative thinking in a bid to find solutions. Intellectual stimulation also refers to the degree to which the leader challenges assumptions, status quo, takes risks, share knowledge and seeks for contributions of ideas from the followers. Transformational leaders are able to influence the followers’ creativity by ensuring the followers feel challenged and energized to seek new and novel approaches in their jobs which will translate into effectiveness (Cheung & Wong, 2011).

2.2. Conceptual Framework

The conceptual framework for this study was informed by the transformational leadership theory. This study sought to establish the influence of individualized consideration and intellectual stimulation on job satisfaction among employees in commercial banks. The study had two independent variables which were individualized consideration and intellectual stimulation. Individualized consideration was studied through mentoring, support and delegation which were found to be adequate variables of measure. Intellectual stimulation was studied through knowledge sharing, creativity and risk taking which were also adequate measures. The dependent variable was job satisfaction which was measured using organizational commitment, absenteeism and turnover intentions which suitable measures. The relationship between the independent variables and the dependent variable was moderated by job security which was measured using fairness, anxiety and stress. The conceptual framework is presented in figure 1.

Independent Variable

Dependent Variable

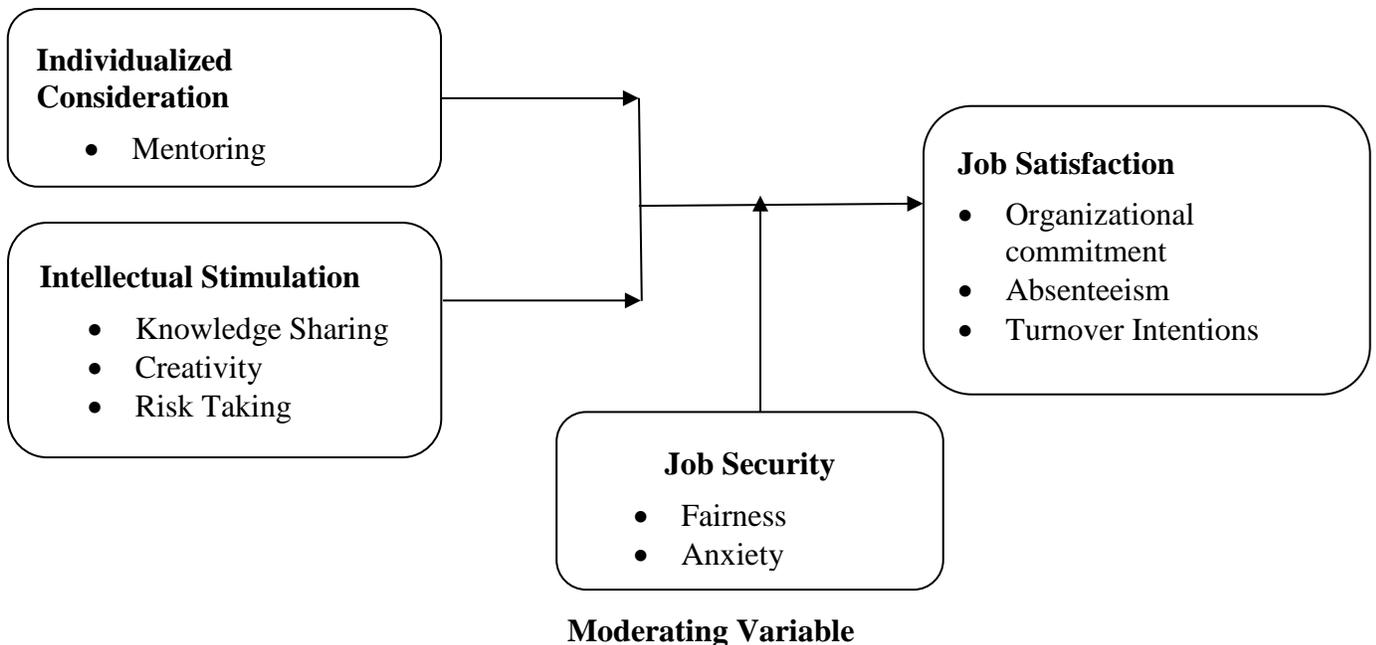


Figure 1: Conceptual Framework

2.3 Empirical Review

This section comprises of the empirical review for idealized influence, inspirational motivation, job security and job satisfaction.

2.3.1 Individualized Consideration

Individualized consideration refers to the degree to which the leader attends to the needs of the followers and act as coaches, mentors and offer support. They are able to recognize the employees' unique needs for achievement, growth and desires by keenly listening to their needs and concerns (Brandt, Laitinen & Laitinen, 2016). Individual consideration enables a leader to pay attention to followers' developmental needs and allows them more discretion and opportunities in their work which results in enhanced commitment to the organization and the work. This stimulates them to achieve high levels of creativity (Cheung & Wong, 2011). According to Mustafa and Lines (2014), supportive leadership has a positive impact on job satisfaction which reaffirms that a leader's characteristics and behaviors play an important role in boosting job satisfaction which ultimately leads to positive outcomes in the workplace. Kombo, Obonyo and Oloko (2014), also note that delegation has a strong relationship with satisfaction and performance because it creates enthusiasm for the employees. Delegation also raises the employee's sense of accomplishments and self-esteem. Horner (2017) observed that mentor experience positively influenced job satisfaction. Salami (2010) observed that mentoring experience significantly predicted the work attitudes which influenced satisfaction.

2.3.2 Intellectual Stimulation

Intellectual stimulation refers to the leader's actions which persuade the followers to use their sense of logic and analyze situations using their creative thinking in a bid to find solutions. Leadership goes on to challenge followers to come up with new ways of doing things and not to accept status quo if there is an option (Antonakis, Avolio & Sivasubramaniam, 2003). Intellectual stimulation also refers to the degree to which the leader challenges assumptions, status quo, takes risks and seeks for contributions of ideas from the followers. Transformational leaders are able to influence the followers' creativity by ensuring the followers feel challenged and energized to seek new and novel approaches in their jobs which will translate into effectiveness (Cheung & Wong, 2011). Yee, Pink and Sern (2014) conducted a study on the effect of a psychological climate for creativity on job satisfaction and work performance. The results of the study indicated that a good working environment was a key factor in creating job satisfaction. Additionally, a creative climate was a key predictor of job satisfaction and work performance among electrical engineers. Kianto, Vanhala and Heilmann (2016) sought to establish if knowledge management could be used to nurture job satisfaction. They also examined how it could be used to increase individual employee job satisfaction. The overall study concluded that having knowledge management processes in place was linked to high job satisfaction. Abbaspour and Noghreh (2015) examined the relationship between organizational culture and job satisfaction of Tourism bank employees in Iran. They found that there was a relationship between organizational culture factors like risk taking and job satisfaction even though the results indicated that the relationship was not statistically significant.

2.3.3 Job Security

Job security refers to one's expectations regarding the continuity in a job situation. Job security goes over and above the loss or retention of a job to the continuation or loss of certain desirable job features such as promotion opportunities (Akpan, 2013). Job security is a key factor that influences the employee's perception of job satisfaction and employers should strive to constantly provide it to ensure employees have a positive perception of satisfaction which in turn yields greater organizational commitment (Alonderiene & Majauskaite, 2016). It has been inferred that job insecurity threatens employees given the risk of loss of material, social or psychological benefits associated with the job. Research posits that lack of job security yields negative employee attitudes, health and behavior with satisfaction and performance being direct consequences (Reisel, Probst, Chia, Maloles & Konig, 2010). Poursadeghiyan et al. (2016) carried out a study to establish the relationship between job stress and anxiety, depression and anxiety among nurses in Iran. They found a relatively weak but significant correlation between job anxiety and job satisfaction meaning leaders need to ensure there is minimum or no anxiety to enhance job satisfaction. Rai (2013) examined the impact of organizational justice on satisfaction and found that perceived justice influenced job satisfaction, organizational commitment and the intention to leave. Riaz et al. (2016), sought to establish the impact of job stress on employee job satisfaction in the nursing sector. The results indicated there was a positive and very strong correlation between job stress and employee job satisfaction. However, according to Agarwal (2015), who measured the relationship of job stress and job satisfaction in the Indian IT Sector found that there was no relation of job stress to job satisfaction.

3.0 RESEARCH METHODOLOGY

3.1 Research Philosophy and Research Design

The study adopted a positivism research philosophy and a descriptive correlation research design. Positivism philosophical approach contends that reality is stable, can be observed and described objectively. Positivism research philosophy was adopted because it is suitable for quantitative research. The descriptive correlational research design was adopted because the research was quantitative in nature and was aimed testing hypotheses.

3.2 Target Population and Sampling Design

The target population consisted of 10,310 managerial employees in the commercial banks in Kenya. The target population consisted of managerial employees because they mostly experienced and interacted with the leadership style of the chief executive. A sample size of 385 was obtained from the population using stratified random sampling technique. Ten percent was added to the sample size to cater for non-respondents. This was adopted because the commercial banks in Kenya are stratified into three tiers by the Central Bank of Kenya based market share among other factors.

3.3 Data Collection and Analysis

Data was collected using structured questionnaires. The questionnaires had six sections: one section on demographic and general information, four sections on the research questions and the last one on the moderating variable. A pilot study was conducted to test reliability and validity of

the data collection instrument. A Cronbach Alpha of 0.978 was obtained which indicated the data collection instrument was reliable. A response rate of 82% was obtained. Data analysis was conducted using both descriptive statistics and inferential statistics. The descriptive statistics used were mean, standard deviation and skewness. The inferential statistical methods used to analyze the data were Chi-square, Pearson’s correlation, ANOVA, and multiple linear regression. Factor analysis was also done to ensure that the questions related to the construct of measure. The Statistical Package for Social Sciences (SPSS) tool version 22 was used to analyze the data.

4.0 RESULTS AND FINDINGS

The results on demographic information revealed that 52% of the respondents were male and 48% were female which revealed a balance in gender among the employees. The results also indicated that about 97% of the respondents were aged between 21 years and 49 years. The age bracket with the highest percentage of employees was 30-39 years which had 49%. These indicated that the banks preferred having a young workforce. The results further showed that 59% of the respondents had a bachelor’s degree and about 33% had master’s degrees. This indicated that there are not much educational requirements in the banks. The respondents were comprised of 49% from tier 1, 34% from tier 2 and 17% from tier 3 banks. This trend was because tier 1 comprised of the larger banks and tier 3 composed of the smaller banks. The results are presented in Table 1.

Table 1: Demographic Information

Demographic Variables	Results
Gender of the respondents	Male = 52% Female = 48%
Age of the respondents	21-29 years = 35.2% 30-39 years = 48.5% 40-49 years = 13.1% 50-59 years = 2.9% Over 60 years = 0.3%
Education qualification of the respondents	Certificate = 1.2% Diploma = 5.8% Bachelors degree = 58.5% Masters degree = 32.9% Phd = 1.60%
Duration of working in the bank	Over 20 years = 5.5% 16 – 20 years = 4.0% 11 – 15 years = 19.1% 6 – 10 years = 34.1% 0 – 5 years = 37.3%
Tiers of the banks the respondents worked	Tier 1 = 49% Tier 2 = 34% Tier 3 = 17%

4.2 Individualized Consideration

4.2.1 Chi-square Test: Individualized Consideration and Job Satisfaction

The Chi-square test was conducted to determine whether there was an association between individualized consideration and job satisfaction. The chi-square test showed that individualized consideration and job satisfaction were strongly associated $X^2 (132, N = 347) = 385.123, p < .05$. This means that individualized consideration was likely to improve job satisfaction among employees in commercial banks in Kenya.

4.2.2 Correlation between Individualized Consideration and Job Satisfaction

Correlation analysis was conducted to examine the relationship between individualized consideration and job satisfaction. The results showed that there was a strong and positive correlation between individualized consideration and job satisfaction $r (347) = .595, p < .05$. The results are presented in 2.

Table 2: Correlation Analysis between Individualized Consideration and Job Satisfaction

		Job Satisfaction
Individualized Considerations	Pearson Correlation	.595 ^{***}
	Sig. (2-tailed)	.000
	N	347

4.2.3 One Way ANOVA on Individualized Consideration

The one way ANOVA test was performed to test whether there were differences in the mean of individualized consideration and the demographic information of respondents. The results indicated there was no significant difference between the mean values of all the respondents' demographic information and individualized consideration. The findings were: gender, $F (11, 333) = 1.484, p < .05$; age, $F (11, 332) = .552, p < .05$; education level, $F (11, 333) = 1.469, p < .05$; duration of working, $F (11, 334) = 1.285, p < .05$; and lastly tier of the bank, $F (11, 335) = .929, p < .05$.

4.2.4 Regression Analysis and Hypothesis Testing on Individualized Consideration

Regression analysis was conducted to test the hypothesis. The model summary shows how individualized consideration influenced job satisfaction. As presented in Table 3(a), individualized consideration explained 35% of job satisfaction of employees in commercial Banks in Kenya (R^2) = .354.

Table 4(a): Model Summary on Individualized Consideration on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.595 ^a	.354	.352	.85724	.354	188.851	1	345	.000

a. Predictors: (Constant), Individualized Consideration

The regression ANOVA showed that individualized consideration had a significant influence on and job satisfaction $F(1, 138.779) = 188.851, p < .05$ as indicated in Table 4(b). Thus the study rejected the null hypothesis H_{01} : There is no significant influence of individualized consideration on job satisfaction among employees in commercial Banks in Kenya.

Table 4(b): ANOVA Individualized Consideration on Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.779	1	138.779	188.851	.000 ^b
	Residual	253.527	345	.735		
	Total	392.305	346			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Individualized Concentration

The regression coefficient showed individualized consideration significantly predicted job satisfaction ($\beta = .595, t(347) = 13.742, p < .05$) as indicated in Table 4(C).

Table 4(c): Coefficients of Individualized Consideration on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.133	.245		-.545	.586
	Individualized Concentration	.827	.060	.595	13.742	.000

a. Dependent Variable: Job Satisfaction

The model equation: $Y = -.133 + .595 (\text{Individualized consideration}) + .060$

4.3 Intellectual Stimulation

4.3.1 Chi-square Test: Intellectual Stimulation and Job Satisfaction

The Chi-square test was conducted to determine whether there was a significant association between intellectual stimulation and job satisfaction. The chi-square test results showed that intellectual stimulation and job satisfaction were strongly associated $\chi^2(144, N = 347) = 426.404, p < .05$. This means that intellectual stimulation was likely to improve job satisfaction among employees in commercial banks in Kenya.

4.3.2 Correlation between Intellectual Stimulation and Job Satisfaction

Correlation analysis was conducted to test the relationship between intellectual stimulation and job satisfaction. The results showed that there was a strong and positive correlation between intellectual stimulation and job satisfaction $r(347) = .541, p < .05$. The results are outlined in Table 5.

Table 5: Correlation Analysis between Intellectual Stimulation and Job Satisfaction

		Job Satisfaction
Intellectual Stimulation	Pearson Correlation	.541**
	Sig. (2-tailed)	.000
	N	347

4.3.4 One Way ANOVA on Intellectual Stimulation

The one way ANOVA test was conducted to test whether there were differences in the mean of intellectual stimulation and the demographic information of respondents. The results indicated there was no significant difference in the mean value of all the respondents' demographic information and intellectual stimulation. The findings were: gender, $F(12, 332) = 1.229, p < .05$; age, $F(1, 331) = .476, p < .05$; education level, $F(12, 332) = 1.417, p < .05$; duration of working, $F(12, 333) = 1.078, p < .05$; and lastly tier of the bank, $F(12, 334) = 1.186, p < .05$.

4.3.5 Regression Analysis and Hypothesis Testing on Intellectual Stimulation

Regression analysis was conducted to test the hypothesis. The model summary shows intellectual stimulation predicted job satisfaction. As presented in Table 6(a), intellectual stimulation explained 29% of job satisfaction of employees in commercial Banks in Kenya ($R^2 = .292$).

Table 6(a): Model Summary on Intellectual Stimulation on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.541 ^a	.292	.290	.86349	.292	142.533	1	345	.000

a. Predictors: (Constant), Intellectual Stimulation

b. Dependent Variable: Job Satisfaction

The regression ANOVA showed that intellectual stimulation had a significant influence on job satisfaction $F(1, 106.274) = 142.533, p < .05$ as presented in Table 6(b). Thus the study rejected the null hypothesis H_{02} : There is no significant influence of intellectual stimulation on job satisfaction among the employees in commercial Banks in Kenya.

Table 6(b): ANOVA of Intellectual Stimulation on job satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	106.274	1	106.274	142.533	.000 ^b
	Residual	257.237	345	.746		
	Total	363.511	346			

- a. Dependent Variable: Job Satisfaction
 b. Predictors: (Constant), Intellectual Stimulation

The regression coefficient model showed that intellectual stimulation significantly predicted job satisfaction ($\beta = .541$, $t(346) = 11.939$, $p < .05$).

Table 6(c): Coefficients of Intellectual Stimulation on job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.633	.223		2.842	.005		
	Intellectual Stimulation	.666	.056	.541	11.939	.000	1.000	1.000

- a. Dependent Variable: Job Satisfaction

Model equation: $Y = 0.633 + .541 (\text{Intellectual stimulation}) + .056$

4.4 Moderating Effect of Job Security on the Individualized Consideration and Intellectual Stimulation on Job Satisfaction

4.4.1 Chi-square Test: Job Security as Moderating Effect and Job Satisfaction

The Chi-square test was conducted to determine whether there was a significant association between job security as moderating effect variable and job satisfaction. The chi-square test results showed that job security as moderating effect variable and job satisfaction were closely associated $X^2(144, N = 347) = 664.814$, $p < .05$. This means that job security was likely to improve job satisfaction among employees in commercial banks in Kenya.

4.4.2 Correlation between Job Security as Moderating Effect and Job Satisfaction

Correlation analysis was conducted to test the relationship between job security as the moderating effect and job satisfaction. The results showed that there was a strong and positive correlation between job security as moderating effect and job satisfaction $r(347) = .697$, $p < .05$. The results are as shown in Table 7.

Table 7: Correlation Analysis: Job Security as Moderating Effect and Job Satisfaction

Job security on job satisfaction		Job Satisfaction
Job security as moderating effect	Pearson Correlation	.697**
	Sig. (2-tailed)	.000
	N	347

4.4.3 Regression Analysis and Hypothesis Testing on Individualized Consideration and Intellectual Stimulation and job satisfaction.

Multiple linear regression was used to test the hypothesis. The model summary showed individualized consideration and intellectual stimulation explained 34% of the job satisfaction without the inclusion of moderating effect ($R^2 = .339$). However, with the inclusion of the moderating variable job security, individualized consideration and intellectual stimulation explained 43% of job satisfaction ($R^2 = .435$). The results are presented in Table 8(a).

Table 8(a): Model Summary: Individualized Consideration and Intellectual Stimulation on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.583 ^a	.339	.335	.77375	.339	88.341	2	344	.000
2	.659 ^b	.435	.430	.71678	.095	57.858	1	343	.000
a. Predictors: (Constant), Individualized Consideration, Intellectual Stimulation									
b. Predictors: (Constant), Individualized Consideration, Intellectual Stimulation, Moderating effect									

The regression ANOVA showed that individualized consideration and inspirational motivation had a significant influence on job satisfaction as indicated in Table 8(b). Thus the study rejects the null hypothesis H_{03} : There is no significant moderating effect of job security between individualized consideration and intellectual stimulation and job satisfaction among employees in commercial Banks in Kenya.

Table 8(b): ANOVA on Individualized Consideration and Intellectual Stimulation on Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.779	2	52.890	88.341	.000 ^b
	Residual	205.951	344	.599		
	Total	311.731	346			
2	Regression	135.505	3	45.168	87.914	.000 ^c
	Residual	176.226	343	.514		
	Total	311.731	346			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Individualized Consideration, Intellectual Stimulation						
c. Predictors: (Constant), Individualized Consideration, Intellectual Stimulation, Moderating effect						

The regression coefficient model showed that both individualized consideration and intellectual stimulation significantly predicted job satisfaction without the moderating variable. However, with the inclusion of the moderating variable job security, the influence of intellectual stimulation was not significant. Therefore, only individualized consideration significantly predicted job satisfaction with the moderating effect ($\beta = .231$, $t(346) = 4.213$, $p < .05$). The findings are presented in Table 8(c).

Table 8(c): Coefficient on Individualized Consideration and Intellectual Stimulation on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.125	.236		.530	.596
	Intellectual Stimulation	.295	.062	.259	4.746	.000
	Individualized Consideration	.483	.068	.390	7.145	.000
2	(Constant)	.156	.218		.715	.475
	Intellectual Stimulation	.079	.064	.069	1.222	.223
	Individualized Consideration	.286	.068	.231	4.213	.000
	Moderating effect	.434	.057	.439	7.606	.000
a. Dependent Variable: Job Satisfaction						

Model equation: $Y = 0.156 + .231$ (individualized consideration) $+ .439$ (job security) $+ .218$

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

This section presents discussions based on the research questions, conclusions and recommendations made by the study.

5.1. Discussion

5.1.1 Individualized consideration

Correlation results indicated that intellectual stimulation was positively correlated to job satisfaction $r(347) = .595, p < .05$. The results are similar to Miao and Kim (2009) who investigated the influence of perceived organizational support and job satisfaction as positive correlations of employee performance in China. Chi square test results indicated individualized consideration was associated with job satisfaction $X^2(132, N = 347) = 385.123, p < .05$. Belias and Koustelios (2014) proffered that individualized consideration fosters the provision of support, encouragement, coaching, feedback mechanisms and delegation which play a big role in the follower's personal development which in turn positively impact job satisfaction. Multiple linear regression results showed individualized consideration explained 35% of job satisfaction ($R^2 = .354, F(1, 138.779) = 188.851, p < .05$). The analysis showed individualized consideration statistically predicted the value of job satisfaction ($B = .827, t(346) = 13.742, p < .05$). These results were similar to Mustafa and Lines (2014) who noted that supportive leadership has a positive impact on job satisfaction which reaffirms that a leader's characteristics and behaviors play an important role in boosting job satisfaction. Kombo, Obonyo and Oloko (2014) also noted that delegation had a strong relationship with satisfaction and performance through raised enthusiasm for the employees. Additionally, delegation was not only rewarding for the employees but it also raised the employees' sense of accomplishments and self-esteem. Horner (2017) carried out a study to establish if mentoring based on Watson's caring model positively influences nurses' job satisfaction. All the participants reported that mentor experience or relationship positively influenced job satisfaction. Additionally, job satisfaction was associated with reduced turnover of staff and improved patient retention. Hanaysha et al. (2012) conducted a study in Malaysia among administrative and clerical staff involved in graduate and postgraduate affairs in three universities. The findings indicated that individualized consideration was negatively related to job satisfaction which goes against most research and thus necessitated a subsequent research to validate these findings. It is however attributed to the fact that perhaps employees could not meet their leaders due to their busy schedules.

5.1.2 Intellectual Stimulation

Correlation results indicated that intellectual stimulation was positively correlated to job satisfaction $r(347) = .541, p < .05$. The results agree with past studies that found a correlation between creativity, knowledge sharing, risk taking and job satisfaction (Cheung & Wong, 2011; Habib et al., 2014). Chi-square test results showed there was a significant association between intellectual stimulation and job satisfaction $X^2(144, N = 347) = 426.404, p < .05$. Raju (2017) also supported the need for intellectual stimulation; an ethical organizational climate is a key enabler to creativity and satisfaction for employees in organizations. Multiple linear regression results indicated that intellectual stimulation explained 29% of job satisfaction ($R^2 = .292, F(1, 106.274) = 142.533, p < .05$). The analysis showed intellectual stimulation statistically predicted the value of job satisfaction ($B = .666, t(346) = 11.939, p < .05$). There are other researchers that

have found positive relationship between intellectual stimulation and job satisfaction. In this regard, leaders need to create a culture and environment that promotes creativity in their organizations since it is a predictor of job satisfaction in the organizations which also yields better performance. The overall study concludes that having knowledge management processes in place is linked to high job satisfaction

5.1.3 Moderating Effect of Job Security

Correlation results indicated that intellectual stimulation was positively correlated to job satisfaction $r(347) = .697, p < .05$. Studies have found these elements to be strong predictors of job satisfaction and thus a leader should endeavor to reassure his employees through effective and accurate communication to dispel any anxieties for there to be job satisfaction (Kler *et al.*, 2015). Chi-square test results showed there was a significant association between job security as moderating effect variable and job satisfaction $X^2(144, N = 347) = 664.814, p < .05$. The multiple linear regression showed that individualized consideration and intellectual stimulation explained 34% of the job satisfaction without the inclusion of moderating effect ($R^2 = .339, F(2, 52.890) = 88.381, p < .05$) while the remaining 66% of job satisfaction was explained by other factors. But with the inclusion of the moderating variables, individualized consideration and intellectual stimulation explained 43% of the job satisfaction ($R^2 = .435, F(3, 45.168) = 87.914, p < .05$) while the remaining 57% of job satisfaction was explained by other factors. This showed with the inclusion of moderating effect, transformational leadership variables predicted job satisfaction with more accuracy thus job security is key factor in determining job satisfaction. These results are in line with the findings of other scholars who have sought to establish the relationship between job security and job satisfaction.

5.2 Conclusion

Multiple linear regression analysis results showed that individualized consideration explained 35% of job satisfaction among the employees in commercial Banks ($R^2 = .352, F(1, 138.779) = 188.851, p < .05$). As a result, the null hypothesis that there was no significant influence of individualized consideration on job satisfaction among employees in commercial Banks in Kenya was rejected.

Multiple linear regression analysis results intellectual stimulation explained 29% of job satisfaction among the employees in commercial Banks ($R^2 = .29, F(1, 106.274) = 142.533, p < .05$). As a result, the null hypothesis that there was no significant influence of intellectual stimulation on job satisfaction among employees in commercial Banks in Kenya was rejected.

The multiple linear regression test results showed that with the moderating effect of job security between individualized consideration and intellectual stimulation 44% of job satisfaction ($R^2 = .435, F(5, 27.760) = 54.780, p < .05$). When the moderating effect of job security was introduced, intellectual stimulation was not statistically significant. As a result, the null hypothesis that there was no significant moderating effect of job security between individualized consideration and intellectual stimulation and job satisfaction among employees in commercial Banks in Kenya was rejected.

5.3 Recommendations

The findings of this study indicated that individualized consideration and intellectual stimulation positively influenced and significantly predicted job satisfaction among employees in commercial banks in Kenya. The moderating effect of job security also had a significant influence on the relationship between the individualized consideration, intellectual stimulation and job satisfaction. Therefore, leaders in the commercial Banks should leverage on idealized influence and intellectual stimulation to drive job satisfaction. Additionally, they should ensure employees feel they have job security because it has a significant influence on job satisfaction.

5.4 Recommendations for Further Studies

This study focused on the influence of transformational leadership style on job satisfaction among employees in commercial banks in Kenya. During the study, some employees observed that transactional leadership theory also influence job satisfaction because of the perceived exchange for example where there were good bonus schemes. Therefore, future studies could focus on the influence of transactional leadership theory on job satisfaction among employees in commercial banks in Kenya.

REFERENCES

- Abbaspour, A., & Noghreh, A. (2015). Examine the relationship between organizational culture and job satisfaction of tourism bank employees in Iran, *International Journal of Academic Research*, 7(1), 63-68
- Agarwal, R.N. (2015). Stress, job satisfaction and job commitment's relation with attrition with special reference to indian it sector. *Management and Innovation For Competitive Advantage*
- Akpan, C.P. (2013). Job security and job satisfaction as determinants of organizational commitment among university teachers in cross river state, Nigeria, *British Journal of Education*, Vol.1, No.2, pp. 82-93
- Antonakis, J., Avolio, B.J. & Sivasubramaniam, N. (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire, *The Leadership Quarterly*, 14, 261-295
- Avolio, B.J. & Bass B.M. (2002). *Developing Potential Across a Full Range of Leadership*. Mahwah, NJ: Lawrence Erlbaum Associates,
- Bader, H.A.M., Hashim, I.H.M. & Zaharim, N.M. (2013). Job satisfaction among bank employees in eastern Libya, *American International Journal of Social Science*, Vol. 2 No. 1

- Banford, C.G., Buckley, M.R. & Roberts, F. (2014), Delegation revisited: how delegation can benefit globally-minded managers, *International Journal of Physical Distribution & Logistics Management*, Vol. 44 Iss 8/9 pp. 646 – 654
- Bass, B. M. (1985). *Leadership and performance beyond expectation*. New York: Free Press.
- Belias, D & Koustelios, A. (2014). Transformational Leadership and Job Satisfaction in the Banking Sector: A Review, *International Review of Management and Marketing*, Vol. 4, No. 3, 2014, pp.187-200
- Brandt, T., Laitinen, E & Laitinen, T (2016), The effect of transformational leadership on the profitability of Finnish firms , *International Journal of Organizational Analysis*, Vol. 24 Iss 1 pp. 81 -106
- Burns, J.M. (1978). *Leadership*. New York. Harper & Row
- Cheung, M.F.Y & Wong, C. (2011), Transformational leadership, leader support, and employee creativity, *Leadership & Organization Development Journal*, Vol. 32 Iss 7 pp. 656 – 672
- Emmanuel, A.O. & Hassan, Z. (2015). The effects of transformational leadership on job satisfaction: a study on four and five star hotels in Kuala Lumpur, *International Journal of Accounting, Business and Management*, Vol 1 (No.1)
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The impact of organizational culture on job satisfaction, employees' commitment and turn over intention, *Advances in Economics and Business*, 2(6), 215–222
- Hanaysha, J.R.M., Khalid, K., Kamariah N. N. M., Sarassina, F., Ab Rahman, M.Y.B., Bin & Zakaria, A.S. (2012). Transformational Leadership and Job Satisfaction American Journal of Economics, *American Journal of Economics*, Special Issue: 145-148
- Horner, D.K. (2017). Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners, *American Society of Plastic Surgical Nurses*, Vol.31, No.1
- Ibraheem, S. M., Hussein, A. A., & Ayat Mohammad, E. B. (2011). The Relationship between Transformational Leadership and Employees' Satisfaction at Jordanian Private Hospitals, *Business and Economic Horizons*, 5(2), 35-46
- IMF (2017). First Reviews Under The Twenty-Four Month Stand-By Arrangement And The Arrangement Under The Standby Credit Facility And Requests For Waivers Of Applicability, Rephasing Of Disbursements, And Modification Of Performance Criterion —Press Release; Staff Report; And Statement By The Executive Director For Kenya. *IMF Country Report No. 17/25*

- Jain, S., Sharma, S. & Jain, R. (2012). Job satisfaction in banking: A study of private and public sector bank (Comparative study), *International journal of Science & Technology*, Vol 2, Issue
- Kianto, A., Vanhala, M. & Heilmann, P. (2016). The impact of knowledge management on job satisfaction, *Journal of Knowledge Management*, Vol. 20 Issue: 4, pp.621-636,
- Kler, P., Leeves, G. & Shankar, S. (2015). Nothing to Fear but Fear Itself: Perceptions of Job Security in Australia After the Global Financial Crisis, *Soc Indic Res*, 123:753–769
- Kombo, B.W., Obonyo, G.O. & Oloko, M. Effects of Delegation on Employee Performance in Savings and Credit Cooperative Societies in Kisii County, Kenya, *The International Journal of Business & Management*, Vol.2, Iss.7
- Long, C. S., Yusuf, W.M., Kowang, T.O., & Heng, L.H. (2014). The Impact of Transformational Leadership Style on Job Satisfaction, *World Applied Sciences Journal* 29 (1): 117-124
- Mahmoud, A.B. & Reisel, W.D. (2014), Relating patient satisfaction to nurses' job satisfaction, job security, and obedience OCBs, *International Journal of Pharmaceutical and Healthcare Marketing*, Vol. 8 Iss 1 pp. 47 - 61
- Mencl, J., Wefald, A., van Ittersum, K. (2016). Transformational leader attributes: interpersonal skills, engagement, and well-being. *Leadership & Organization Development Journal*, 37(5), pp. 635 – 657
- Miao, R. & Kim, H.G. (2010). Perceived Organizational Support, Job Satisfaction and Employee Performance: An Chinese Empirical Study, *J. Service Science & Management*, 3, 257-264
- Mukururi, J.N. & Ngari, J.M. (2014). Influence of Work Life Balance Policies on Employee Job Satisfaction In Kenya's Banking Sector; A Case of Commercial Banks in Nairobi Central Business District. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, Volume 19, Issue 3, Ver. II, PP 102-112
- Mustafa, G., & Lines, R. (2014). Influence of leadership on job satisfaction: The moderating effects of follower individual-level masculinity–femininity values. *Journal of Leadership Studies*, 7(4), 23–39.
- Mwangi, E. K. (2016). Factors influencing staff retention in the banking industry in Kenya. A case study of equity bank limited. *Strategic Journal of Business & Change Management*, 3(2).
- Mwangi, E.K. & Omondi, M. (2016). Factors influencing staff retention in the banking industry in kenya; A case study of Equity Bank Limited. *Strategic Journal of Business & Change Management* 3, no. 2 (2016).

- Omar W.A.W. & Hussin, F. (2013). Transformational Leadership Style and Job Satisfaction Relationship: A Study of Structural Equation Modeling (SEM), *International Journal of Academic Research in Business and Social Sciences*, Vol. 3, No. 2
- Poursadeghiyan, M., Abbasi, M., Mehri, A., Hami, M., Raei, M. & Ebrahimi, H. (2016). Relationship between job stress and anxiety, depression and job satisfaction in nurses in Iran, *The social sciences*, 11 (9)
- Rai, G.S. (2013). Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors? *International Journal of Human Sciences*, Vol.10, Iss 2
- Raisi, E. & Forutan, M. (2017). Study of the relationship between Knowledge Sharing Culture and Job Satisfaction (Case Study: Bank Sepah Branches in Shiraz, Iran), *International Academic Journal of Economics*, Vol. 4, No. 3, 2017, pp. 29-36.
- Raju, T.J.M.S. (2017). Relationship between Teacher Creativity and Job Satisfaction, *International Education & Research Journal*, Vol.3, Issue 6
- Reisel, W.D., Probst, T. M., Chia, S.L., Maloles, C. M. & König, C.J. (2010). The Effects of Job Insecurity on Job Satisfaction, Organizational Citizenship Behavior, Deviant Behavior, and Negative Emotions of Employees, *International Studies of Management and Organization*, 40(1):74-91
- Riaz, M., Ahmad, N., Riaz, M., Murtaza, G., Khan, T., & Firdous, H. (2016). Impact of Job Stress on Employee Job Satisfaction. *International Review of Management and Business Research*, 5(4), 1370–1382.
- Salami, S.O. (2010). Mentoring and work attitudes among nurses: the moderator roles of gender and social support, *Europe's Journal of Psychology*, 1/2010, pp. 102-126
- Shujaat, S., Manzoor, A. & Syed, N.A. (2014). Impact of Team Work on Employee Satisfaction, *IBT Journal of Business Studies*, Vol.10, No.2, 71
- Thorsteinsson, E.B., Brown, R.F & Richards, C. (2014). The Relationship between Work-Stress, Psychological Stress and Staff Health and Work Outcomes in Office Workers, *Scientific Research Publishing Inc.*
- Voon, M.L., Lo, M.C., Ngui, K.S. & Ayob, N.B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, *International Journal of Business, Management and Social Sciences*, Vol. 2, No. 1, 2011, pp. 24-32
- Yee, W.F., Pink, L.S. & Sern, M.L.C. (2014). The Effect of a Psychological Climate for creativity on Job Satisfaction and Work Performance, *International Journal of Economics and Management*, 8, 97-116