

**UNIVERSITY OF ZIMBABWE
GRADUATE SCHOOL OF MANAGEMENT
MASTERS IN BUSINESS ADMINISTRATION**



**THE INFLUENCE OF AUTHENTIC LEADERSHIP PRACTICES ON EMPLOYEES
SATISFACTION IN ZIMBABWE: A STUDY OF FOLLOWERS' PERSPECTIVE OF
SELECTED COMMERCIAL BANKS**

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DEDICATION

This dissertation is dedicated to my parents, Freddie (late) and Loveness Tapfumaneyi who taught me the values of education and who stood by me through and through and whose love , sacrifice and encouragement enabled me to excel in all my education endeavours. I love you and God bless you.

To my husband Masimba , whose support and encouragement to never give up and soldier on with my studies, enabled me to persevere despite the many hurdles. I love you.

To my wonderful children, Tawanda, Tanatswa and Izwirashe- am forever grateful for standing by me, for your support , understanding and sacrifices which enabled me to complete my studies.

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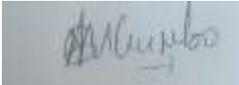
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ABSTRACT

The purpose of this empirical examination was to research and draw conclusions and recommendations on the influence of authentic leadership practices on employee satisfaction from the employee perspective in the banking industry of Zimbabwe. To that end, two commercial banks were used. The study was guided by four study objectives: i) to determine the extent of authentic practices in the commercial banking sector of Zimbabwe; ii) to establish the gap between authentic leadership practices and the actual leadership practices in the banking industry; iii) to establish the effects of authentic leadership on employee satisfaction in commercial banks in Zimbabwe and iv) to recommend possible strategies that leaders in commercial banks can implement to be more authentic leaders. The study adopted a pragmatic paradigm and a mixed methods approach. A descriptive research design was applied in mobilizing the various research methods which were applied. The study population constituted three hundred and two non-managerial employees in the two commercial banks within their Harare branches. Through a multi stage sampling approach in which a stratified sampling technique (employees were grouped according to departments), and a purposive sampling method (in which the key informants were now selected from both banks) and a sample of 189(63% of the population) respondents was drawn proportionally from each bank. A structured questionnaire and interview guide were used to collect primary data from the study respondents. Primary data collected was analysed through application of SPSS version 20. The main findings of the study are that: authentic leadership is not practiced by leaders in the commercial banks in Zimbabwe. The study also unearthed that all authentic leadership dimensions that include self-awareness, relational transparency, balanced processing and internal moral perspective have positive and statistically significant influence on employees' satisfaction. Lastly, the study revealed that leader-oriented initiatives that include obtaining feedback from others and being morally upright can go a long way in improving the adoption of authentic leadership. The study recommended leaders of commercial banks to undergo intensive training on how to implement authentic leadership style and also to invest more funds on authentic leadership style-oriented programs and initiatives like mentorship programs, learning culture promotion and rewarding the best innovative ideas. Limitations of the study and suggestions for future research were provided.

Key words: authentic leadership; employee satisfaction; commercial banks of Zimbabwe; followers' perspective.

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LIST OF ABBREVIATIONS

AL	Authentic Leadership
ALQ	Authentic Leadership Questionnaire
BA	Banking Act
CB	Commercial Banks
IOD	Institute of Directors
MFIs	Micro Finance Institutions
RBZ	Reserve Bank of Zimbabwe
RTGS	Real Time Gross Settlement
SLT	Social Learning Theory
USA	United States of America
ZABG	Zimbabwe Allied Banking Group

CHAPTER ONE:

INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.0 Introduction

Human resources management is one of the most crucial organisational components that constitute activities within the organization which drive change towards attainment of organizational goals for continuous development (Kim, 2014). One of the modern leadership approaches that combines ethical behaviours and leading by example is commonly referred to as Authentic Leadership (AL). Authenticity within leadership framework has gained considerable attention within the management literature as a standalone construct (Luthans & Avolio, 2003), possibly as an answer to the confidence crisis in today's corporate and government leaders. In modern times much attention is being put on the integrity and transparency of leaders since the rise of scandals like that of Enron in USA and Exact in Pakistan (Andreoli & Lefkowitz, 2009; Treviño, Nieuwenboer, & Kish-Gephart, 2014). Furthermore, the recent economic crisis and austerity measures adopted in various countries have culminated in compromised working conditions and strained the relationship between organisational leaders and followers. This interest in the area has benefited from critical refinements of the theoretical models and the development of various frameworks meant to enhance leader efficacy. Resultantly, from these developments, empirical work examining AL has increased tremendously over the past decade (Makitalo, 2017). To present research work studied, the introductory chapter covers background of the study, statement of the problem, research objectives, research questions, study delimitation, limitations, definition of key terms and project outline.

1.1 Background of the study

All banks in Zimbabwe are regulated in terms of the Banking Act (BA) Chapter 24:20. It is the role of the Reserve Bank of Zimbabwe (RBZ) to ensure that there is maximum compliance with the BA in respect of all banks that are currently operating in Zimbabwe. The purpose of the BA is to 'provide for the registration, supervision and regulation of persons conducting banking business and financial activities in Zimbabwe; to establish a deposit protection scheme to protect depositors in the event of the insolvency of a contributory institution; to repeal the BA [Chapter 24:01]; to amend various Acts'. The BA chapter 24:20 defines banking business as 'business of accepting deposits

withdrawable or repayable on demand or after a fixed period or after notice and the employment of those deposits, in whole or in part, by lending or any other means for the account and at the risk of the person accepting the deposits'. The act further defines a commercial bank as a 'banking institution that conducts banking business in Zimbabwe and whose business mainly consists of the acceptance of deposits withdrawable by cheque or otherwise'

The economic growth of a country is hinged on the financial health of its financial institutions due to the vital financial services that it provides to other sectors. The banking sector contributes significantly to the economic growth in Zimbabwe. For instance, in the year ,2016 the financial services sector contributed 7% to GDP and total banking sector assets grew notably by 9.6% from US\$10.26bn in September 2017 to US\$11.25bn at the end of 2017. From the list of 19 licensed banks, 14 are CB, four are building societies and there is one merchant bank that has been in provisional judicial management since 2015. In the banking sector there are 189 licensed Micro Finance Institutions (MFIs) in respect of which 184 are credit-only and money-lending MFIs while five are deposit-taking MFIs.

Similarly, to any other sector, the Zimbabwean banking sector is facing a myriad of operational challenges due to the volatile, unique and complex operating environment of Zimbabwe. Thus, the banking sector too has not been immune to such challenges. Corporate governance issues have plagued this sector for a sustained period. The deregulation of this sector in the 90s resulted in a disconcertingly high number of banks lacking competent and AL as poor corporate governance led to the collapse of Genesis, Royal, Trust, Allied Bank Limited (formerly ZABG), just to name a few. (RBZ, 2014). With AL accent on ethics and people, it is increasingly conceivable that these afflictions can be substantially diminished.

The current distress bedevilling the Zimbabwean banking sector is a brainchild of an operating environment marked by weak economic activity and chronic, acute cash and foreign currency shortages. Some of the challenges faced by the banking sector are attributable to poor corporate governance and they include corruption, theft, complaints, and low-quality work output, lack of team work and employee commitment (Chinyerere, 2013, Manners, 2013). The fiscal imbalances as well as large volume of domestic borrowing in 2015/16 further contributed to the deterioration of the banking sector of Zimbabwe. Cash shortages followed, financing for imports dried up, and the current account deficit narrowed dramatically. The liquidity of banks is still under threat from the large fiscal deficit and government's efforts to settle lending from banks by Treasury Bills that are being traded at discounts of around 40%. Currently the banking sector of Zimbabwe face dilemmas

regarding its workforce. Majority of the banks are considering ways to retain their workforce and still compete with other banks in Zimbabwe. Banks continuously face implementing strategies that could lead to maximum effectiveness in the employee performance. The banking industry is a fast-paced industry with immense pressure from competitors as well as stakeholders. Employees need to continuously improve service quality and maintain the banks high standards (Bala & Kumar, 2011).

An empirical study by Industrial Psychology Consultancy (Pvt) Ltd (2013) on a survey of 4000 employees drawn from different sectors including the banking sector in Zimbabwe measuring why employees would want to quit their jobs, unearthed that 31.16 percent of the employees clearly and categorically stated that their employers are not able to distinguish between performers and non-performers. Therefore, the two different groups are treated the same in majority of the companies. Another reason which contributed 5.08 percent of the study participants was from the fact that more than 50% of the companies do not recognise the employee work effort, notwithstanding that majority of the employees want to feel important though the organisations make employees feel the downside. The study further revealed that 43.17 percent of the respondents would leave their current organisations due to poor person job fit in the employment structure and nature of job. Furthermore, the study concluded that that one in every three employees in Zimbabwe do not find their employment fulfilling yet most employees remain on their jobs because they are not able to find another employment in different organisations. The study also noted that policies and procedures in majority of the organisations including the banking sector are selectively and inconsistently implemented yet this frustrates employees. The study further concluded that most organisations including the banking sector are pushing their employees to do more work with less employee recognition, development and growth hence most employees are not committed to their work. From the foregoing discussion, it can be noted that majority of businesses in Zimbabwe including the banking sector have struggled to ensure employee commitment, teamwork and work spirituality. The failure to address these issues can be attributed to different factors and lack of a proper leadership style could be one of the factors. The use of AL may improve the situation.

We saw banks implicated in using the black market during the 1:1 exchange rate between the US\$ to the local currency. Nedbank and Stanbic were allegedly accused of being participants of the illegal forex market. (Nedbank South Africa, 2019, Stanbic, 2019). Nedbank Zimbabwe has since formally dismissed 28 employees for their alleged involvement in an alleged foreign currency scam, which cost the financial institution US\$1,1 million. The Nedbank employees, mainly tellers, were arrested for allegedly stealing depositors' foreign currency, which they replaced with Real Time Gross

Settlement (RTGS) balances (Nedbank, South Africa, 2019). Furthermore, senior bankers were alleged to have been recording USD deposits as bond notes deposits prejudicing customers of their hard earned cash. Some bank executives have also been accused of awarding themselves loans above their limit without following due processes. In some instances, there has been a record of non-performing loan portfolios due to poor corporate governance issues (RBZ, 2018). Bad leadership leads to poor employee retention and demotivates the remaining employees, causing them to be much less productive.

1.2 Literature in support of the research problem

The word “authenticity” can be traced to ancient Greek *authentikos* and *authentēs*, the latter term, from the prefix *auto* (self) and the suffix *hentēs* (doer), signalling one who acts autonomously (Wilson, 2014). Therefore, from the etymology of the word, it denotes a deep relationship between the will to act in a genuine way and according to its own values and beliefs. In that regards, it can be identified that authenticity contains the element of being informed with characteristics which belongs to yourself. After, taking into consideration the increased role of leaders during the past decades, some researchers have associated the term authenticity with leadership (for example, Avolio & Gardner, 2005). This marked a new, distinctive type of leadership which has a vital influence on organizational performance. As researchers continue to carry out studies on the role of leaders in organizations, they have made different classification of leaders and leadership. It is crucial to note that while multiple leadership styles that include ethical, servant, charismatic by the end of 20th century, the term, authenticity" was included in the term of leadership, which opened a new field of studies for researchers (Resick, Hanges, Dickson & Mitchelson, 2006),

The major rationale behind AL appearance was the low level of employee’s confidence in organizational leadership (Avolio & Gardner, 2005). On that basis, it was vital that new behaviours should be adopted by leaders in order to increase the effectiveness of employees' work activities. AL refers to a management style that encourages employees by seeking their input while modelling ethical behaviour and, thus, may improve work culture. Major characteristics associated with authenticity are ethical behaviour, transparency, self-awareness, and informed decision-making (Fusco, O’Riordan & Palmer, 2015).

1.3 Problem statement

Banks collapse in Zimbabwe has been attributable to corruption, insider dealing and poor corporate governance (RBZ, 2018). This has been coupled with myriad of complaints in the banking sector

which include absenteeism from work, lateness, customer complaints, lack of team work, mismanagement, bureaucracy, wastage, incompetence and irresponsibility by both management and employees (RBZ, 2018). This is a clear signal that poor leadership (and corruption) remains perhaps the biggest challenge facing Zimbabwe today in general and the banking sector in particular. It is in situations like these that effective and efficient leadership has become imperative in organisations, as employees need support both psychologically and emotionally. Hence, this triggered the research to empirically examine the effect of AL on employee satisfaction. The dearth of literature on the effect of AL on employee satisfaction in the Zimbabwean banking sector further motivated the researcher to conduct the research. Few studies have been undertaken in the African set up or even the Zimbabwean culture. Walumbwa (2014) argued that major work on AL has taken place in the Western cultures therefore, answer to the question of relevance of the AL to other cultures across the world needs further exploration. This research looked at the extent of adoption of AL and its effect on employee satisfaction in the banking sector. Although there are several leadership styles that claim ethics as a primary characteristic, AL significantly differs in its focus on self-awareness and transparency (Azanza, Moriano, & Molerob, 2013). Whilst a number of researches on AL have been conducted outside Zimbabwe by several researchers that include Ilies, Morgeson and Nahrgang (2005); Leroy, Palanski and Simons (2011); Rego, Vitória, Magalhães, Ribeiro and Pinae Cunha (2013); Weischer, Weibler and Petersen (2013), little is known about the effect of AL on employee satisfaction in the context of Zimbabwe. In that regards this study sought to fill the void by examining the effect of AL using a multiple-case study of CBs in Zimbabwe.

1.4 Research objectives

The objectives of this research were:

- 1.4.1 To determine the extent of authentic practices in the Commercial Banking sector of Zimbabwe.
- 1.4.2 To establish the gap between authentic leadership practices and the actual leadership practices in the industry.
- 1.4.3 To establish the effect of authentic leadership on employee satisfaction in Commercial Banks of Zimbabwe
- 1.4.4 To recommend what leaders in commercial banks have to do to improve adoption of authentic leadership.

1.5 Research questions

The research attempted to address the following questions:

1.5.1 What is the extent of authentic practices in the Commercial Banking sector of Zimbabwe?

1.5.2 What is the gap between authentic leadership practices and the actual leadership practices in the industry?

1.5.3 What is relationship between authentic leadership practices and employee satisfaction?

1.5.4 How can leaders of commercial banks improve adoption of authentic leadership?

1.6 Research propositions

The study was based on the following propositions:

1.6.1 There are no authentic practices in the Commercial Banking sector of Zimbabwe,

1.6.2 There is a gap between authentic leadership practices and the actual leadership practices in the industry.

1.6.3 There is a positive relationship between authentic leadership practices and employee satisfaction

1.6.4 Leaders of Commercial Banks are capable of improving adoption of authentic leadership.

1.7 Scope of the study

In this research focus was made on two banks in the Commercial Banking sector in Harare where all the senior managers are based. For the purpose of this study the two banks represented Commercial Banks The basis of selection was that a number of corporate governance issues and corruption has been reported in the selected banks and indicate that AL, might be lacking. The different branches of the banks within Harare were focused on, targeting the branch employees (the followers-who are being led). Head office staff of the two banks were also included in the targeted sample of participants. Branches outside Harare were not considered in drawing the sample for the study in view of financial and time limitations.

1.8 Significance and potential contribution

1.8.1 Theoretical contributions

This study recommendation was expected to contribute to existing research on AL and employee satisfaction by drawing together the identification and empowerment literatures to jointly help explain how leaders perceived authenticity influences their follower's behaviour. AL style is a relatively new theory whose facets are yet to be explored and there is even less research on interpersonal leadership constructs such as transformational leadership (Walumbwa et al, 2010). This research recommendation also added value to the body of theory and helped in unpacking the theory from different areas of study and also within the African context. The results were built to the previous research by finding support for the direct effects of AL on the variable mentioned above.

1.8.2 Practical implications

This study findings and recommendations suggested some practical implications for the organizations, as there is widespread need of ethical and moral leadership (Avolio et al., 2009). Based on the research results and findings, the executives may identify leaders who are not leading authentically and so arrange for training programmes to foster AL behaviour. Interventions aimed at enhancing the AL of supervisors would seem beneficial to the extent they will improve followers' work behaviour. As Authentic Leadership Questionnaire (ALQ) is a globally valid construct (Gardner et al., 2011) and equally valid for Zimbabwe, therefore, it may provide valid measurement tool to track the development of AL behaviours in managers (Walumbwa et al., 2008). Furthermore, AL will complement other leadership styles by ensuring transparency between the leader and followers, when followers have an indistinct awareness of their leaders moral and ethical disposition.

1.9 Research methodology and methods

The research used the mixed research methodology to address the research problem. Triangulation of the quantitative and qualitative research methods enhances the research results in a way that one form of research methodology is unable to achieve. The flaws of qualitative research methodology are resolved through inclusion of the quantitative techniques in line with the pragmatic philosophical framework underpinning this research. There is no one research methodology that is more superior to the other, but both the two research methods are complementary to each other. While the quantitative research methodology is objective and scientific, the qualitative research methodology provides rich and comprehensive data from the study participants. A descriptive research design and a case study

research design were triangulated to obtain detailed, holistic and contextual understanding of the research problem in respect of the selected banks. A questionnaire and semi structured interviews were triangulated to collect data from the 189 study participants that were drawn using simple random sampling, stratified sampling and purposive sampling techniques.

1.10 Study limitations

1.10.1 Representation of the banking sector

The banking sector is very broad with multiple players that include commercial banks, building societies, development banks, postal banks and micro finance players. In that regards it is difficult and time consuming to cover every participant in the banking sector. To mitigate the impact of the limitation, the study was delimited to CB where evidence of poor leadership was in the public domain as reported by the banks and the regulator.

1.10.2 Bank confidentiality

One of the most valued principle in the banking sector is privacy and confidentiality of bank information and employees were not at liberty to disclose information on whether their leaders were authentic or not. To mitigate the impact on the research respondents were assured of maximum confidentiality and privacy of their responses and that their responses were to be used exclusively for academic purposes. Indeed, the responses were used exclusively for academic purposes.

1.11 Study assumptions

- All targeted respondents are literate enough to respond correctly to the research instruments used to collect data by the researcher.
- The problem of poor leadership persists in the banking sector during the research.

1.12 Definition of key terms

AL- an ongoing process whereby leaders and subordinates gain self-awareness and establish open, trusting, genuine and transparent relationships with others (Luthans& Avolio, 2003).

Self-awareness- This component refers to the features of leaders, involving their self-awareness in values, identity, emotions, goals, and objectives, as well as to the consequences of their acts on subordinates (Ilies, Frederick, & Nahrgang, 2005).

Leadership- is the ability to influence others (Ilies, Frederick, & Nahrgang, 2005)

Employee satisfaction- an emotional state that results from the assessment of an individual's job (Eslami & Gharakani, 2012)

1.13 Chapters outline

The project is made up of five chapters. Chapter one introduces the study, highlighting the purpose of undertaking the research. Chapter two reviews literature on the effects of AL highlighting knowledge gaps. Chapter three outlines the research methodology adopted by the researcher in undertaking the research. Chapter four covers data presentation, analysis and interpretation. The final chapter five consists of summary of main findings, conclusions and recommendations.

1.14 Chapter summary

The chapter has covered background of the study, statement of the problem, research objectives, research questions, study delimitation, limitations, definition of key terms and project outline. The following chapter covers a review of literature related to the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The previous chapter has introduced the topic of the study which is AL practices and employee satisfaction in Zimbabwe using a case study of CB. This chapter proceed on exploring a review of empirical and academic literature related to the study. Literature review unpacks what is known about the subject, knowledge gaps left by previous researchers and the theoretical framework underpinning the research. In that regards this chapter explores the theoretical framework underpinning the study. It also explains the conceptual framework of the study. A review of empirical literature related to AL practices has been covered in detail. The chapter ends by covering a summary of knowledge gaps, clearly highlighting how this research has filled the void.

2.1 Authentic leadership:

2.1.1. Historical Background of Authentic Leadership

Given that this research sought to establish the effect of authentic AL on employee satisfaction it is vital to first comprehend the origins of AL and the word authentic. AL is a fusion of two words authentic and leadership. Therefore, there is need to appreciate what leadership means and what authentic means.

The world has been subjected to dramatic changes which resulted in new disturbances and threats. For instance, the destruction on 9/11 has created fear and vagueness in the United States of America (USA) and its effects spread across the whole world. (Northouse, 2013, p.253). Furthermore, there have been also recorded numerous spectacular corporate ethical misconducts. Classical examples of the corporate scandals include those of WorldCom and Enron, which left unfavourable impressions about leaders and leadership (Northouse, 2013). Given that transformational leadership was the major leadership model employed by these organizations, the issues mentioned urged researchers to question the existing leadership styles and need for AL has emerged in society (Northouse, 2013).

Some authors studying on 'leadership' posit that the leadership can be learned so they endeavour to develop effective ways of guiding people to lead in groups. They are strongly convicted that any person can acquire the ability to understand and master a situation if he or she has been educated in

specific leadership skills and has learned how to match a selection of those skills to the appropriate situations (Africa, 2017). This motivated a notable number of academic researchers that include Bass and Steidlmeier (1999) and Avolio and Gardner, (2005), to make attempts to come up with another type of leadership style, “authentic leadership” in order to reach the accurate leadership model that can be implemented in widespread organizations. AL is one of the latest findings of leadership research and it is about the authenticity of leaders and their leadership (Northouse, 2013, p.253).

The word authenticity can be traced to the ancient Greek times where it was defined as “to thine own self be true”. Thus, authentic means originality, genuine, reliable and trustworthy (Ozkan, & Ceylan, 2012, p. 101). Renowned leadership author Alok (2012) on authenticity considers the similarities between who you are and what you do, it is the genuine behaviour displayed by an individual. A genuine person strongly believes in his or her own ability to accomplish tasks without feeling pressured to change their values and morals, irrespective of the demands from society (Ozkan, & Ceylan, 2012). In that regards Yeung(2014) broadly defined authenticity as ‘owning one’s personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs’, processes captured by the injunction to ‘know oneself’ and ‘further implies that one acts in accord with the true self, expressing oneself in ways that are consistent with inner thoughts and feelings’ (Yeung, 2014).Authenticity covers comprehending that personal development is a fluid process with changes occurring over time, so that politic expression of ones’ beliefs and values and patient endurance rather than pursuit of perfection is the object (Sharif & Scandura, 2014). Authenticity is strongly premised on morals and self-concept, and how that image translates into actions that influence others (Hsiung, 2012). This style of self-management and its potential influences directly relate to the questions of whether AL traits contribute to increased employee job satisfaction or not (Hsiung, 2012; Wang & Hsieh, 2013).

Authenticity is the main concept upon which the AL theory is premised, and the AL style is based on AL theory (Ötken & Cenkci, 2012). AL theory consists of constructs covers five main dimensions that include transparency, informed decision-making or balanced processing, high ethics, and self-awareness - all of which may be instrumental in bringing about the type of ethical leader image that many organizations desire (Ötken & Cenkci, 2012). Authenticity as a leadership style is not the only management style that involves an attention to ethics; however, it is the distinction of transparency and self-awareness that distinguishes AL as a viable way to manage and encourage employees (Valentine et al., 2014). As companies work to develop work cultures that promote job satisfaction and confidence in an organizational mission, a primary concern is supposed to be the needs of

workers on every level (Jacques, Garger, Lee, & Ko, 2015). To that end AL has been defined by several authors of leadership. The next section covers the numerous definitions of the term AL.

2.1.2 Definition of Authentic Leadership

Literature is awash with numerous definitions of the term AL. There is universally accepted definition of the term AL. Northouse (2013) covers the leader's self-knowledge, self-regulation, and self-concept as the main components of AL to play a vital role in several companies. Such leaders use the persuasion as fundamental path through their followers. Northouse (p254) further revealed that "authenticity is a brainchild of the interactions between leaders and followers. It refers to a reciprocal process since leaders greatly affect followers and at the same time followers also significantly affect leaders". The authentic leader has positive psychological virtues and strong ethics.

AL has also been defined as a leadership style grounded on the need to being oneself and encouraging followers to find one's true authentic self and not replicate anyone else (Gatling, 2014). Consistent to this, Sharif and Scandura (2014) posit that ethics are at the heart of effective corporate governance and authentic leaders are supposed to model values that will promote the positive well-being of their company. Edo et al, (2012) comprehensively defined AL as a pattern of behaviour that encourages and is strongly inspired by positive psychological capacities and ethical climate to foster self-awareness, internalized moral perspective, balanced information processing, and transparency in the relations that exists between the leader and the followers.

Avolio and Gardner (2005, p.329) as cited in Cassar and Buttigieg (2013) revealed that "*authentic leaders are anchored by their own deep sense of self*". Empirical studies on leadership reveal that AL has major impacts on followers and the leaders' subordinates. Armstrong (2012) mentioned that AL promote employees' psychological capital and creativity. In this model, leaders act accordingly to their discourses, coherence is obviously observed between their actions and words.

Çeri-Booms (2010) as cited in Africa (2017) argued that authentic leaders need to pay special attention to transparency in decision-making process, and they are confident, optimistic, hopeful, resilient people proving consistency between words and actions and underlines that authentic leaders do not hesitate to be transparent and be aware of their weak points.

Wherry (2012, p.33) sum up the major components of AL. He mentioned that: "*An authentic leader is a leader: who is willing to assess their personal values, along with acknowledging their*

weaknesses and strengths (self-awareness); who will behave in accordance with their values and beliefs (relational transparency); who is able to impartially analyse all relevant information before making a decision (balanced processing); and who is completely immersed in their core beliefs and values (internalized moral perspective).”

2.1.3 Dimensions of authentic leadership

Fundamental pillars of the AL theory have been drawn for AL

Çeri-Booms (2012) study in Turkey validated these dimensions. The first prominent dimension is self-awareness which basically refers to *understanding of how one derives and makes meaning of the world*, one's way of accomplishing the tasks, and impacts of this process on the followers' reactions (Africa, 2017). The next major dimension of AL is internalized moral perspective which refers to the self-regulations guided by internal moral principles and values rather than collective, organizational, and social pressures. These actions result in disclosed decision-making processes, and rational, consistent behaviours in terms of these internalized values (Wherry ,2012). Armstrong (2012) argued that that authentic leaders express strong conscience and conviction about what is right without regarding other's opinion. The third pillar of AL is balanced processing of information, which is refers to unbiased analysis of all vital information carefully, objectively and thoroughly before making the final decision (Armstrong, 2012). The last pillar of AL of is relational transparency that focuses on promoting trust through honest, transparent interrelation matured by openly sharing information and expression of one's true thoughts and feelings within respect that is expressing the true meaning of the action or a discourse transparently.

2.1.3.1 Self-awareness

The self-awareness dimension refers to being conscious of how one act and behave around others and learning from failures and turning them into positive experiences and also having knowledge of one's strengths and weakness (Ozkan, & Ceylan, 2012; Zamahani et al., 2011). An individual will make effort to achieve the best out of his potential and in the process appreciate his or her desires, beliefs, core values and their purpose in life. The four key elements of self-awareness entail values, identity, emotions, and goals.

2.1.3.2 Relational transparency

Northouse (2013) indicated that relational transparency is an open communication and establishment of a real relationship, which covers sharing in detail of both negative and positive aspects of an

individual to others. This dimension focus on openness and genuine interaction and sharing true thoughts and feelings about one's self with followers (Ozkan, & Ceylan, 2012). Transparency result in trust, intimacy, teamwork, and co-operation with employees attributable to the leader's self-disclosure (Zamahani et al., 2011). The high level of transparency of the leader motivates the followers to open up with their leaders and the leader can obtain numerous solutions from the followers. This ultimately leads to significant improvement of the individual performance. A leader is supposed to act transparently. Thus, targets for each subordinate has to be set clearly and communicated to the follower. Areas where the follower is missing has to be communicated to the follower and instant corrective action taken. Thus, the leaders are able to stimulate followers' creativity and innovativeness through provision of honest and transparent environment (Cerne & Skerlavaj, 2013).

2.1.3.3 Internalised Moral perspective

Self- regulation refers to an internal process that focus at internal moral development and leader behaviour and the leader is guided by their internal moral standards and values rather than external pressures (Hannah, Avolio, & Walumbwa, 2011). When faced with difficult situations, leaders with high level of internal perspective will make a decision in an ethical manner and behave in a manner consistent with their values, standards, and beliefs, these leaders use their values and external standards to guide behaviour (Kotze & Nel, 2015). Decisions are made holistically regardless of the person. Thus, the ethics guide the decision. There is upholding of the principle of morality under the internalised moral perspective. Thus, external pressure does not in any way influence the decision of a leaders who has a high level of internalised moral perspective.

2.1.3.4 Balanced processing

Balanced processing includes a leader who is objective and who considers all relevant information before making vital decisions (Valsania et al, 2012). Through identifying and taking into consideration all the relevant information, the leader avoids distortion and manipulation of data. This significantly improves the leaders' chance of objectivity. This is also a hall mark of integrity (Valsania et al., 2012; Zamahani et al., 2011). Northouse (2013) clearly stated that leaders with balanced processing are very much reasonable and objective in analysing other's viewpoints, and open about their own perspectives. The leader is unbiased and shows no favouritism.

2.2 Authentic Leadership Theory

One of the major theories underpinning this study is the AL theory. Authenticity in industry includes being tactfully genuine (Sharif & Scandura, 2014). It is vital for leaders to be candid in their beliefs with regards to how they are supposed to manage their companies but politic enough to know when and how to voice concerns and ideas for improvement (Sharif & Scandura, 2014).

Authenticity involves understanding that personal development is a fluid process with changes occurring over time, so that politic expression of ones' beliefs and values and patient endurance rather than pursuit of perfection is the object (Sharif & Scandura, 2014).

Authenticity is based on morals and self-concept, and how that image translates into actions that influence others (Hsiung, 2012). This style of self-management and its potential influences directly relate to the questions of whether AL traits contribute to increased employee job satisfaction (Wang & Hsieh, 2013). Furthermore, authenticity includes the use of informed decision-making which includes seeking the input of others, regardless of rank, prior to making big decisions, so that followers will be motivated by a sense of participation in the company. The authentic leader acts as a positive role model for employees, thus promoting authenticity in their behaviour. When leaders and non-managerial employees find common ground in their morals or value systems, such as with AL, there may be a greater opportunity for agreement in the best way to achieve the mission of their organization under existing company policies (Gutierrez, Candel, & Carver, 2012).

Authenticity is the concept on which the AL theory is based, and the AL style is based on AL theory (Ötken & Cenkci, 2012). AL theory consists of constructs such as transparency, informed decision-making or balanced processing, high ethics, and self-awareness - all of which may be instrumental in bringing about the type of ethical leader image that many organizations desire (Ötken & Cenkci, 2012). Authenticity as a leadership style is not the only management style that involves an attention to ethics; however, it is the distinction of transparency and self-awareness that distinguishes AL as a viable way to manage and encourage employees (Valentine et al., 2014). As companies work to develop work cultures that promote job satisfaction and confidence in an organizational mission, a primary consideration should be the needs of workers on every level (Jacques, Garger, Lee, & Ko, 2015). For instance, organizations may benefit from choosing new leaders who have characteristics that can be paired with those of existing nonmanagerial staff, such as when leaders and direct reports share authentic characteristics (Hsiung, 2012).

AL traits can be a catalyst to an improved work culture through ethical practices and employee inclusiveness (Hsiung, 2012). An assumption of AL theory is that self-awareness and high moral values in a leader will improve interactions between leaders and followers (Valsania et al., 2012). Another assumption is that when a leader engages in transparency, so that they are blatant regarding their ideas and opinions, their followers are more likely to be satisfied with their jobs (Wang & Hsieh, 2013). Authentic traits such as fairness and candidness may enhance work relations between leaders and nonmanagerial workers (Chernyak-Hai & Tziner, 2015; Wang & Hsieh, 2013).

Ethics is central to authenticity and is related to job satisfaction that is built on consistency of moral actions (Sharif & Scandura, 2014). The perception of job satisfaction in non-managerial employees involves a level of confidence in an organization as well as the competence and track record of consistency in word and deed of their leaders (Wang & Hsieh, 2013).

2.3 Social Learning Theory

The study is also grounded on the Social Learning Theory. The Social Learning Theory is a brain child of Bandura. Bandura propounded the theory in 1977. The theory states that an individual person learn behaviour immensely through vicarious means (watching other people), verbal persuasion and direct modelling. Viewing this from ethical leadership lenses it implies that ethical leaders influence employees' self-efficacy because most of the times employees learn the best way of doing their jobs through watching how their managers do the work. The theory also supports the view that managers are legitimate role models. The leaders put more influence by educating their followers. Ethical leaders pay special attention to their followers, they care about their employees and intend to see the employees realizing their best potential. Leaders who are ethical substantially assist employees to be more confident and courageous and this significantly strengthen their behavioural and motivational patterns (Chukwujioko, 2018).

2.4 Employee Satisfaction

Satisfaction refers to an affective reaction that includes experiences from the whole work environment rather than merely assigned tasks (Gutierrez et al., 2012). Yeung, (2014) further revealed that employee satisfaction is a vital organizational factor of physical and mental well-being. In the same vein Sharif & Scandura (2014) defined employee satisfaction as 'a pleasurable or positive emotional state that is triggered by the appraisal of one's job and job experiences. From these numerous definitions it can be inferred that job satisfaction is a feeling that an employee gets from their job or it basically refers to 'the feelings an employee with respect to his or her work. It

shows whether one likes or dislikes his or her job. The level of employee satisfaction varies from one person to another given the uniqueness of each job. It is vital that leaders understand this so that they can assist their followers and help to satisfy the employees.

Some researchers have revealed that that employee satisfaction is a brainchild of achievement or production levels (Loi, Chan, & Lam, 2014). However other researcher contradicted that view. These include Kafetsios, Nezlek, and Vassilakou, (2012) as they indicated that it is possible for an employee to be a high producer but be unhappy in their work, or for them to be satisfied with their job, but to be low producers.

Reactions to employee satisfaction vary and can result in blatantly negative behaviour such as tardiness, changes in attendance, and reduced efficiency (Wong et al., 2013). Consequences can be less obvious such as headaches, ulcers, or unusual fatigue (Jaramillo, Mulki, & Boles, 2011). On the other hand, individual character could cause reactions that, to an onlooker, would not imply that the employee is at all disgruntled so that the employer would have no indication of discontentment unless the employee quits (Jaramillo et al., 2011; Liang, 2017).

Azanza et al. (2013) revealed that leaders who allow flexibility in organizations motivate employees to feel confident in their ability to communicate and secure in the belief that when they venture to make constructive suggestions, they will be taken seriously are more likely to remain committed to an organisation (Azanza et al., 2013). Authentic leaders arbitrate that connection between open-mindedness or flexibility in the workplace and the job satisfaction (Semedo et al., 2016).

Employee satisfaction is displayed in worker citizenship and performance (Pierro, Raven, Amato, & Bélanger, 2013). Special traits attributable to AL that include self-awareness lead to increased employee job satisfaction due to its implication that an individual who has such traits takes into consideration how their actions will affect their colleagues (Kimura, 2013). Seeking to increase their own production levels, an authentic supervised employee act in ways that inspire colleagues to work cohesively to complete tasks as efficiently as possible and, thus, authentic supervised employees will be vigilant in monitoring how and what they communicate and their interactions with those who have power over them (Kell & Motowidlo, 2012). Authentic supervised employees who put forth a positive image can provoke other workers to take the mission of an organization seriously and become more emotionally attached to the organisation (Kimura, 2013).

The promotion of high ethical standards in employees with leadership traits result in increased job satisfaction (Shapira-Lishchinsky & Even-Zohar, 2011) and also increase retention rates and costs associated with hiring processes. Shapira-Lishchinsky and Even-Zohar (2011) suggested that job satisfaction is so important to the functioning of an organization that formal sessions should be instituted in order to teach, both, employees how to incorporate ethical behaviour into their routines. Although ethics education may not be prominent on the college training level, ethics in industry could be invaluable as it is associated with the functionality and overall productiveness of an organization (Liu, Kwan, Fu, & Mao, 2013).

Renowned author Pucic (2015) established that authentic leaders positively affect employee satisfaction. The author revealed that it was inadequate for a worker to be productive only, but the leaders is also supposed to couple his or her production efforts with ethical behaviour in order to improve their employee or job satisfaction. The author further revealed that authentic supervised employees who believed their leader is open to hearing their ideas, were more satisfied with their workplace.

2.5 Authentic leadership and employees' satisfaction

The subject of AL has been widely researched. However, despite the numerous studies that have been conducted on AL, there is a scarcity of literature in the banking sector. Considering that limitation the researcher reviewed literature on the influence of AL on employee satisfaction as covered in other sectors. More so, in Zimbabwe little is known about the influence of AL on employee satisfaction in the banking sector , despite the numerous indicators of the lack of the leadership style as revealed by several audit and RBZ reports in the public domain. Therefore, the void was filled by this research.

In a study done in USA, the results showed that the four dimensions of AL were significantly and positively correlated with ethical leadership and the four dimensions of transformational leadership. It also found that AL measures predicted organisational citizenship behaviour, organisational commitment, and follower satisfaction with leaders, controlling for both ethical and transformational leadership (Copeland, 2016).

In another study which tested the relationship between AL and supervisor-rated performance in Kenya showed that follower perceptions of leader authenticity were found to be positively related to followers' performance and employee satisfaction, controlling for organisational climate (Datta, 2015).

Based on a study of 960 employed adults in New Zealand, Caza et al. (2010) found that the psychological capital and AL questionnaires were valid instruments for use with men and women to assess both convergent and discriminant validity. The results also confirmed that the AL scale and psychosocial capital scale were of second-order factor structure.

Ceri-Booms (2010) conducted an experiential survey of 232 Turkish middle-level workers with 56 leaders. The workers rated their department managers. The results demonstrated that transactional and AL had strong, positive relationships with trust in leader. The results also showed that trust fully mediated the association between transactional and authentic leader behaviour, and between transactional leadership behaviour and organisational identification.

Darvish and Rezaei (2011) conducted a study on the impact of AL on employee satisfaction and team commitment in the telecommunications sector of Iran. The study was triggered by the realization that there was too much competition in the telecoms sector of Iran, therefore the need to ensure that employees are satisfied at the workplace was imperative. Stratified simple random sampling was used to select 80 participants for the research. A questionnaire only was used to collect data from research participants. Using multivariate regression model the study produced a strong positive and statistically significant relationship between the AL dimensions of transparency, self-awareness, moral/ethics and balanced processing) and team commitment and job satisfaction. The most influential component was found to be balanced processing followed by self-awareness. Whilst the results of Darvish and Rezaei (2011) were valid in the telecoms sector it is worth noting that some targeted departments refused to participate in the research, and this can adversely affect the reliability of the research results. In the same vein, only one research instrument was used to collect data from the research participants thereby denying further opportunity to the researcher of collecting information that was not collected due to refusal of some departments to participate in the study. The methodological gap has been filled by this research through use of both interview guide and questionnaire to collect data. Whilst the questionnaire was both manually and electronically administered to the targeted participants, the interview was used as a complementary data collection tool thereby improving the reliability of the research results.

Walumbwa et al. (2011) conducted a study of 146 groups, involving 526 employees and their immediate supervisors, from a large bank located in the south-western US. The individual scores of authentic and transformational leadership, psychological capital, and trust were aggregated to the

group-level. Using transformational leadership as a control variable, the results suggested that AL was positively related to collective psychological capital and group trust. Collective psychological capital and group trust were significantly related to group citizenship behaviour and performance. Furthermore, collective psychological capital and group trust mediated the relationship between AL and the group citizenship behaviour and group performance, even when controlling for transformational leadership.

Peus et al. (2012) studied 306 individuals and found that self-knowledge and self-consistency were significantly related to perceived AL, suggesting that they were antecedents. They confirmed that followers' satisfaction with their supervisors, organisational commitment, and extra-effort were outcomes. AL and followers' work-related and perceived team effectiveness were mediated by the perceived predictability of the leader.

Peus et al. (2012) also surveyed 86 individuals in 13 teams in two organisations. The employees were surveyed twice in this study. Between two and 17 participants per team participated in the survey. The results demonstrated a significant relationship between AL and perceived team effectiveness, mediated by predictability.

Kim (2014) conducted a study on the effect of AL on employee attitudes, behaviour and performance in Korea. This study was conducted after realization that there were very few studies on AL in Korea. A sample of 336 employees out of a target of 2500 employees was used for the study. The study produced a statistically significant positive relationship between AL and each of the three variables that include employee attitudes, behaviour (work engagement) and performance. The study revealed that occupational self-efficacy and interpersonal trust are positive outcomes of effective adoption of AL style in Korea. The study clearly indicated that AL create a fertile positive work environment, assists employees to find their talents, boost employee confidence, and help workers to maintain health co-worker relations. The result was like those of Hassan & Ahmed, (2011) who also produced a strong positive and significant relationship between AL and employee attitudes as well as behaviour (work engagement). Whilst the results of Kim (2014) were valid, the fact that the study was restricted to the Korean context implies that the results cannot be generalized to the entire diverse industries in and beyond Korea. Therefore, a further study on the influence of AL on employee satisfaction in the context of Zimbabwe CB is pertinent.

Khan et al (2015) conducted a study on the impact of AL on employee satisfaction and engagement in public sector universities operating in Peshawar. A total of 143 participants were drawn using the

proportional representation method. A regression model was employed by the study in order to establish the relationship between AL and employee satisfaction as well as engagement. The results produced a positive and significant impact of AL on employee satisfaction. The result also showed a positive and significant impact of AL on work engagement. The study recommended companies in developing countries to seriously consider the need to significantly improve their AL skills in order to generate positive returns to their respective organisations. Whilst results of Khan et al (2015) were valid, they focused on public sector universities in Peshawar which is very different from the banking sector environment which is the focus of this research.

AL is positively related to group activities. García-Guiu López, Molero Alonso, Moya Morales & Moriano León (2015) have realized a cross-sectional research, with a large sample (N = 221) in three Spanish provinces. Their main goal was to identify the influence of AL on team's activities. Using the ALQ, Group Cohesion Questionnaire and Mael & Ashford's Group Identification Questionnaire instruments, researchers have found that in organizational practices AL is positively correlated with group cohesion and identification.

Copeland (2016) conducted a study on the influence of different leadership styles that include AL on leader effectiveness in the United States of America. The study drew 175 participants from multiple industries that include churches, governmental organisations, non-governmental organisations, schools and colleges. A questionnaire was administered electronically and manually to collect data from the 175 participants. The study established that that leadership styles that include ethical, transformational and authentic positively influence the effectiveness of the leaders which ultimately positively influence employee satisfaction. However, there are several shortfalls associated with the study of Copeland (2016). The first shortfall is that the study was done in USA which is a developed country that is different from Zimbabwe the context of the current study. Given the large number of differences that do exist in the political, social, technological, economy and legal circles results of Copeland (2016) in USA do not mirror those in Zimbabwe.

The other limitation of the study of Copeland (2016) which created a knowledge gap filled by this research was that it covered a diverse of industries with a significant portion comprising of non-profitmaking organisations with no banks included in the sample and this study filled the bank by exclusively focusing on the banking sector and produced more generalizable result in the context of the Zimbabwe Commercial Banking sector. The other pitfall of the study of Copeland (2016) has been that it used only one research instrument to collect data which is the questionnaire and this denied the researcher a valuable opportunity to observe facial expressions of respondents and failure

to probe further issues that may arise during the research process and some questions that could be left unanswered. To address the methodological deficiency this study employed two research instruments both the questionnaire and interviews thereby enhancing the richness of the research results.

Qureshi, Aleemi and Rathore (2018) conducted a study on AL and job satisfaction in the health care sector of Pakistan. This was done after the realization that the lack of ethics, morality and integrity among leadership of multiple corporates has been topical across the globe and the health care sector of Pakistan was not an exception. The study was a purely quantitative one based on 332 participants conveniently drawn from five private health care institutions in Karachi. A regression model was used to test the study hypotheses. The study supported the null hypothesis which stated that there is a significant impact of AL on job satisfaction in the health care sector of Pakistan. The result implied that a well engaged, committed and satisfied employee is a valuable resource to a company. In light of these results the study recommended hospital managers to train both leaders and managers on best traits of AL in order to promote job satisfaction, reduce labour turnover and promote a positive and pleasant work environment which will translate to high organizational savings in the long run. Whilst the results of Qureshi, Aleemi and Rathore (2018) were valid in the health care sector of Pakistan the use of convenience sampling technique to select 332 participants can adversely affect reliability and credibility of the study results. While the sample is large by statistical standards, the major drawback of convenience sampling is that the risk of sampling error is very high and also the technique is prone to selection bias and influences which are beyond the control of the researcher. To fill the knowledge gap, this research triangulated the simple random sampling, stratified random sampling and purposive sampling techniques. Furthermore, the results of Qureshi, Aleemi and Rathore (2018) focused on one five private health care institutions in one city only and could not mirror the situation in the whole of Pakistan and therefore the need to replicate the study in different industries in and beyond Pakistan is pertinent a research gap filled by this research.

2.6 Benefits of Authentic Leadership

Authentic leaders are those individuals who lead with direct purpose and possess strong values and integrity (Swain, 2018). These characteristics can build the image of the organisation, the external community as well as the development of the leader. The importance of AL within the organisation, self and the community are further discussed below.

Positive organisational psychology allows managers to concentrate on their subordinate's strengths rather than focus on their weaknesses. If an authentic leader possesses psychological qualities such as confidence, hope, optimism and resilience then they may make a valuable contribution to the organisation.

Authentic leaders who focus on the development of their subordinates in turn focus on the development of the organisation by building a learning culture where mistakes are recognized and trusting relationships are built. Authentic leaders therefore strive to have their employees' best interest at heart.

2.7 The influence of AL on employees

Authentic leaders learn to recognize the potential of their followers and focus on building their strengths and weaknesses, increasing employee performance within the organisation (Africa, 2017). When an individual perceives their efforts are considered in an organisation, job satisfaction and job involvement increase. He further states that a greater commitment to the job facilitates the building the character of the individual.

Leaders affect the identities of followers as one of the core characteristics displayed by an authentic leader should aim to identify the follower's strengths and weaknesses and help develop them appropriately. It should be important to note that this direction should be aligned to the mission of the organisation.

2.8 Leadership styles used in the banking sector

Kharevelioglu (2014) conducted a research on leadership styles used in the banking sector of Cyprus. A total of 177 questionnaires were dispatched to managers in the banking sector of North Cyprus. The sample comprised of state, national and foreign banks. SPSS version 16 was used to aid analysis of data collected from the research participants. Convenience sampling was used to generate the desired sample size. The study revealed that the Northern Cyprus employees mostly use a task-oriented leadership style in the banking sector. The study further revealed that the task orientation was more predominant on young male managers comparatively to older male managers. The study also made a shocking revelation that female managers also employed task-oriented leadership style.

The study of Kharevelioglu (2014) concluded that authoritarian leadership style is one that is predominant in banking sector of North Cyprus. The result suggests that in practice leaders used

authoritarian leadership style rather than AL which implies that there is a wide margin between actual leadership used in practice and AL. The major limitations of the study entail use of SPSS version 16 which is now outdated, use of convenience sampling which is highly prone to selection bias beyond control of the researcher and assessment of leadership style from the management perspective only, more reliable results could have been generated if the employee perspective has been captured as well. This study used SPSS version 20 and employed simple random sampling, stratified sampling and purposive sampling to yield more reliable research results.

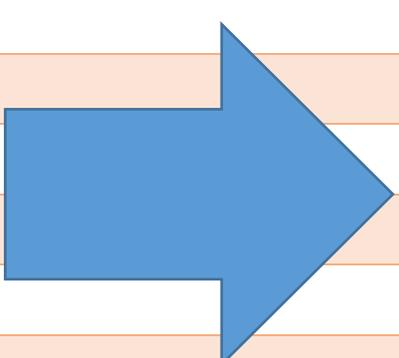
Mohammad, Chowdhury and Sanju (2017) carried out a research on the leadership styles used by banks in Bangladesh using a case of selected banks. The study used interviews and questionnaire to collect data from top, middle and low-level officials drawn from ten private and public banks and ten non-banking financial institutions in Bangladesh. The analysis was carried out using both managers and employee perspective implying that it was more comprehensive comparatively to the prior study of Kharevelioglu (2014) that focused on the manager perspective only. The study revealed that the most practiced leadership style used in banks of Bangladesh entail bureaucratic style and the least used is the leadership style is laissez-faire style. Whist results of Mohammad, Chowdhury and Sanju (2017) were valid, it is vital to note that no advanced statistical analysis tools or models were employed. This study used multiple regression analysis with the aid of SPSS version 20 to produce more reliable, credible and reliable scientific results.

Mäkitalo (2017) carried out a research on leadership styles used in the banking sector of Finland and France. The study was done from the followers or subordinate's point of view and confined to employees within the age group of 25 to 35 years. The study was purely qualitative. The study results showed that the leadership styles adopted in both Finland and France was a blend of transformational and transactional leadership behaviours. However, for the Finnish employees the leaders were more transformational and on the other hand for the French employees the leaders were more transactional. There are several flaws associated with the study of Mäkitalo (2017). The study focus on the 25 to 35 age group excludes other reliable sources of information and the age factor could have potentially influenced the results. There are several subordinates that could be found in the banking sector who are outside the 25 to 35 years of age. Thus, the validity of the assumption that 25 to 35 years of age are followers can be challenged. Furthermore, the study of Mäkitalo (2017) was qualitative and it suffers from the challenge of being unscientific and selection of sample size was arbitrary, and no scientific formula was used.

The other flaw of the study of Mäkitalo (2017) was that it was confined to Finland and France and the results therefore cannot be generalized to other countries. More so, being a qualitative study, the results can never be generalized to other countries other than to the cases used in the countries that were understudy. This research covered such methodological deficiencies by employing both quantitative and qualitative methodology (mixed methodology) which produced rich, reliable and valid scientific results that can be safely generalized to the Commercial Banking sector of Zimbabwe. This study also used a large sample size that was scientifically computed and met minimum statistical thresholds cited by renowned research methods authors.

2.9 Conceptual framework

Figure 2.1 Conceptual framework of the study

Independent variable		Dependent variable
Authentic leadership aspects		Employee satisfaction
Self-awareness		Attitude
Relational transparency		Attitude
Internal moral perspective		No intention to leave organisation
Balanced processing		Commitment

A conceptual framework diagrammatically explains the independent and dependent variables of a study (Akintoye ,2015). It clearly shows how ideas in a study are linked to each other visually. In that regard this study was guided by conceptual framework shown in diagram 2.1 above:

From figure 2.1 above indicating the conceptual framework shows that the independent variable of the study is AL as measured by several indicators that include balanced processing, internal moral perspective, relational transparency and self-awareness. On the other hand, the dependent variable is shown as employee satisfaction of an organization as measured by positive or negative attitude of employees, lack of intention to leave the organization and commitment to the cause of the organization.

2.10 Chapter summary

This chapter has reviewed empirical and academic literature related to the study. The AL theory and the social learning theory upon which this research is underpinned has been fully unpacked. The conceptual framework of the study has also been briefly explained. The following chapter covers the methodology used by the researcher in conducting the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Chapter introduction

The previous chapter has covered a detailed review of empirical literature available on the influence of AL on employee satisfaction as covered by previous researchers highlighting clearly the methodological deficiencies which is one of the knowledge gaps filled by the present study. This set a solid and sound stage for designing a research methodology of this study. Research methodology has been defined as the research strategy that translates ontological and epistemological principles into guidelines that display how the research is to be conducted and principles, procedures, and practices that govern research (Nayak & Sink, 2015). The purpose of the research methodology is to unpack all procedures involved in data gathering and the logic behind each step undertaken by the researcher. The chapter provides an account of the research philosophy, research method, research design, study sample, sampling procedure, research instruments, data analysis technique, reliability and validity as well as ethical considerations.

3.1 Research philosophy

Research philosophy refers to development of knowledge as well as the nature of the knowledge (Creswell, 2014). The study employed a pragmatism research philosophy. The pragmatic research paradigm advocates for methodological pluralism. Thus, the use of both quantitative and qualitative research methods which enriches the research findings in a way that one method of research is unable to achieve. With respect to quantitative data the research applied the quantitative method. The quantitative methodology was objective, but the researcher went on to incorporate the qualitative research method to obtain in depth explanation of the key issues of AL practices there by enriching the research results. The triangulation of the two research methods improved the validity and reliability of the research findings. Previous empirical study on AL by Northouse (2013) employed the mixed methodology and obtained valid findings. Therefore, by utilizing the same methodology in this study, the researcher was guaranteed of valid results.

3.2 Research method

A research method refers to the research approach adopted by the researcher in carrying out a research (Chitambira, 2018). In this regard, the study employed a mixed methodology to address the

research problem. The mixed method approach fuses both the quantitative and qualitative research methods thereby enhancing the research results. Quantitative research measures the relationship between variables whilst qualitative method gives a rich description of the state of affairs (Hodis & Hancock, 2016). Thus, the weaknesses of the quantitative methodology are fully covered by the use of the qualitative research method. The methods complement each other and allows the researcher to obtain a detailed and holistic understanding of the research problem.

3.3 Research design

A research design is a master plan that clearly shows how the researcher will go about answering the research questions (Creswell, 2014). It has also been defined as a blue print or roadmap that clearly guides the research process (Machona, 2017). The researcher triangulated the descriptive research design and the case study research design due to associated benefits of the chosen design as mentioned below.

3.3.1 Descriptive research design

A descriptive research design is one which provide answers to questions that include who, what, when, where and how with respect to a specific research problem (Chikanda, 2019). Descriptive research extensively describes the world (Karran et al., 2015).The researcher employed the research design because it is well accredited for unearthing crucial information with respect to the current status of the phenomenon which in this case is the current extent to which AL is practiced by Zimbabwean CB and the design also describe fully what exists as for the variables in a study which in this case refers to AL dimensions and employee satisfaction in CB. The other justification for adopting the descriptive research design was that it is well accredited for generating very rich data that is useful to produce sound recommendations as the researcher was geared towards coming out with other a viable strategy that can significantly improve the employee satisfaction in CB that are currently operating in Zimbabwe. The design was also used due to the fact that it allows the researcher to collect large amounts of data for detailed discussion, analysis and interpretation (Mudzani, 2019). Previous researches on AL by Pope (2018) used the descriptive research design and obtained valid findings. Hence the researcher was assured of valid findings through adoption of the same research design in this study. However, the major weakness of the design is that it does not convincingly provide answers to questions as to why the phenomenon in that state is (Mudzani, 2019). To address the limitation, the researcher incorporated the case study research design.

3.3.2 Case study research designs

A case study research design is defined as “an in-depth study of a specific research problem as opposed to a sweeping statistical survey or comprehensive comparative inquiry” (California University Library, 2016). The case study research design is used to narrow down the broad subject into a few researchable examples. As the banking sector is broad with multiple players that include Savings banks, Building societies, Merchant banks, CB, Insurance companies and Micro Finance Institutions, the researcher had to narrow down the study to only CB and there are also several CB that include both local and international banks. The researcher further narrowed the study to only three local CB. Therefore, this allowed the researcher to understand the selected units or banks in detail, holistically and in context as well (Orodho and Kombo, 2014). The case study research design is also mostly used in scenarios where little knowledge is available regarding the research problem or phenomenon. Given the background of scanty literature about AL in the context of Zimbabwean banks, this design become appropriate in addressing the research problem. The case study research design also allowed the research to apply several research methodologies. In line with the pragmatic research philosophy adopted by the researcher it was proper to use the case study research design.

3.4 Study population

Population refers to all elements of interest for which the research wants to make inferences on (Pandey, 2015). The study population was thirteen commercial banks operating in Zimbabwe (RBZ, 2018). The study population constituted three hundred and two (302) non-managerial employees in the two CB, Harare branches.

3.5 Sampling techniques

The researcher employed probability sampling techniques and non-probability sampling technique. The probability sampling technique include simple random sampling techniques. Participants drawn from both t CB branches were categorized into two strata of each commercial bank. The stratification was done to ensure that the views of all respondents or participating banks or subgroups were captured in the study. The use of simple random sampling technique to arrive at the final sample was done to ensure that every element of the sample had an equal chance of participating in the study

Purposive sampling was done to purposively select key informants for the interviews. Purposive sampling ensures that the right informants of the research participate and that enriches the research

results. Overall the triangulation of the three sampling techniques that include stratified sampling, simple random sampling and purposive sampling technique improved the validity and reliability of the research findings as each sampling techniques has its own demerits which are resolved by the utilization of another sampling technique.

3.6 Sample size

The study sample size was two CB out of a total of thirteen CB That represents 15.4% of the target population of CB operating in Zimbabwe. Saunders et al (2012) argued that a sample size that exceed 5% of the target population is large enough to warranty validity of the research findings. Pandey (2015) also weighed in arguing that a sample size in excess of 10% of the target population is fairly large enough to guarantee the researcher of valid research results. Through a multi stage sampling approach in which a stratified sampling technique was applied when employees were grouped according to departments, and a purposive sampling method, in which the key informants (who were mainly subordinates) were now selected from both banks and a sample of 189 (63% of the population) respondents was drawn proportionally from each bank. Key informants for the interviews entail three RBZ officials, one IOD (Institute of Directors) official and three senior managers drawn from each of the two participating banks. That translated to a total of ten key informants.

3.7 Data collection instruments

A research instrument is a tool used by the researcher to collect data from the respondents (Murawo, 2019). This study triangulated two research instruments. These include questionnaire and semi structured interviews. The purpose of triangulation was to enable one research instrument to cover for the weaknesses of the other research instrument.

3.7.1 Questionnaire

A questionnaire refers to a document consisting of designed questions which are used for soliciting information from the targeted respondents (McLeod, 2018). The study used the questionnaire as the primary research instrument. The questionnaire had five main sections. The first section covered the demographic details of the respondents. Section B covered all the four objectives of the study. The section consists of relevant questions for a particular objective. The questionnaire had majority of 5 point Likert scale questions that were easy to analyse, code and interpret. The justification for using the questionnaire was that respondents completed the questionnaires concurrently and that saved a significant amount of time, thereby addressing the time constraint limitation that was faced by the

researcher. The questionnaire was also effective as the study sample was too large. A questionnaire can be easily administered cost effectively to a widely dispersed large population. As multiple banks were operating in different areas the researcher has to use a research instrument that reaches anywhere cost effectively. The questionnaire method also gave adequate opportunity to respondents to complete the questions at their own spare time. The questionnaire had also another benefit of protecting anonymity of the respondents as no names were required on the questionnaire. However, a number of demerits were noted in utilizing the questionnaire to collect data. One of the limitation was that some decided not to respond at all the questionnaires. Another limitation observed was that the researcher was unable to probe further and observe facial expressions of the respondents when responding to the questionnaire. To address the limitations of the questionnaire, the respondent booked for interviews with key informant's drawn from each bank that participated in the study. The questionnaire used is attached in Appendix 1. In total, one hundred and twenty questionnaires were dispatched. Some were delivered electronically whilst others were hand delivered to the research participants.

3.7.2 Semi structured interviews

An interview is a research instrument whereby there is an oral-verbal stimulus between the researcher and the respondents (Stuckey, 2013). A semi structured interview was conducted with three senior managers from each of the two banks that participated in the study, three RBZ officials and one Institute of Directors official. The senior managers were regarded as key informants for the study because they were leaders in their respective banks. RBZ officials are responsible for regulating bank operations hence they were regarded as key informants as well. The Institute of Directors official play a key role in imparting leadership skills to managers and leaders in various sectors including the banking sector, hence the official was regarded as key informant as well. The interviews were booked two weeks in advance due to the hectic schedule of the interviewees and proceeded very well in a quiet environment. The researcher noted the key points as the interviews progress and it took a duration of around forty five minutes to reach data saturation stage, hence the interview process ended. "Researchers usually define data saturation as the point when "no new information or themes are observed in the data" (Guest, Bunce, & Johnson, 2006, p. 59) The justification for using the semi structured interviews was that the researcher was more competent as rehearsals were done before the interview dates guided by the questions to be asked. Another benefit of the method was that the researcher observed the facial expressions of the interviewees, major

points of emphasis and all questions were comprehensively and satisfactorily responded. The interview guide used by the researcher is attached in Appendix 2.

3.8 Reliability and Validity

3.8.1 Quantitative data reliability and validity

Validity of the research instrument refers to the ability of the instrument to measure what it purports to measure (Mutandwa, 2019). Reliability refers to the consistency of the research instrument in what it is measuring. Linyuru (2015) precisely defined the term reliability as repeatability, stability or internal consistency of a research instrument. In order to ensure that the research instrument is valid, the researcher constructed the questionnaire based on all the objectives of the study. Questions that asked for responses on all the objectives of the research were included in the questionnaire. The researcher also pilot tested the questionnaire to six respondents to test on the validity and reliability of the research instrument. The six respondents provided their comments on length of the questionnaire, time they spend in completing the pilot study test questionnaire, poorly constructed questions, grammatical and typo errors, ambiguous questions and sensitive questions. Thus the researcher noted the identified weaknesses on the questionnaire. All the comments were noted and actioned accordingly. In order to avoid response bias, the pilot survey respondents did not participate in the final research.

Respondents were also assured of maximum protection of their confidentiality and privacy and that contributed significantly in them providing honest and reliable answers without fear or favour. That improved the reliability and validity of the research findings.

3.8.2 Qualitative data Trustworthiness

Lincoln and Guba (1990) proposed several strategies to evaluate interpretive research work and to enhance the trustworthiness of the findings from qualitative data. These are credibility, transferability, dependability and confirmability.

a) Credibility

Credibility, according to Billups (2014), involves establishing that the results are credible or believable from the perspective of the participants in the research. This can be achieved by making certain that information-rich participants are identified and interviewed. Lincoln and Guba (1990) then proposed a number of activities to enhance credibility, among which are triangulation, and member checking. Member-checking is the process of getting feedback on the

data, interpretation and conclusions from the selected participants themselves. This inclusion of participants, according to Lincoln and Guba (1990), 'is the most critical technique for establishing credibility'. They also suggest 'the design of transparent processes for coding and drawing conclusions from the raw data'.

b) Transferability

Research findings, as suggested by Korstjens and Moser (2018) are said to be transferable 'only if the provided data sets and descriptions are rich enough so that other researchers are able to make judgments about the findings' transferability to different settings or contexts'

c) Dependability

Dependability has to do with the extent to which research findings can be replicated with similar subjects in a similar context (Korstjens & Moser,2018)

d) Confirmability

This is defined by Fusch, Fusch and Ness (2018) as 'the extent to which the characteristics of the data, as posited by the researcher, can be confirmed by others who read or review the research results. In the process of collecting high quality data, it is important to acknowledge that there is always room for error, as data gathering techniques are prone to some inconsistencies, which will necessitate triangulation. The interview and the document review will be employed in order to increase the reliability of the findings.

3.9 Data analysis methods

Primary data collected from the questionnaires was screened and coded. The coded data was then entered into SPSS version 20 software for quantitative analysis. Both inferential and descriptive statistics were used to analyse data. The data was analysed through percentages and frequencies. Multilinear regression models assisted the researcher in testing the relationship between AL and employee satisfaction in the CB operating in Zimbabwe. Qualitative data was analysed through a content analysis approach. Content analysis refers to an objective method of analysing written, verbal and visual communication messages (Linyuru, 2015). Data was presented by means of tables, bar graphs, bar charts and pie charts.

3.10 Ethical considerations

Every researcher must observe certain professional ethics to avoid physical, emotional or psychological harm on the research subjects. Thus research ethics cover the suitability or appropriateness of the behaviour of the researcher in relation to the research subjects from which

data was collected (Saunders et al, 2012). This study observed a number of ethical considerations. Firstly, the researcher obtained consent from the Graduate School of management, University of Zimbabwe (see appendix 3), secondly the researcher also got permission from the banks that participated in the research (see appendix 4 & 5) after presenting the letter from the university indicating the purpose of the study. In addition to obtaining clearance to conduct the research from the banks the researcher also obtained informed consent (See Appendix 1) from every employee that participated in the research. The purpose of the research, benefits of the research to the employee and banking fraternity and the dangers of the research were all highlighted to the research participants who then voluntarily participated in the study. The participants were reminded that they were at liberty to voluntarily withdraw partially or completely from the research without giving any justification to the research for whatever reasons best known to them.

The researcher also protected respondent confidentiality, privacy and anonymity. This was achieved through advising the respondents not to indicate their names on the research instruments used to collect data. A letter of consent that accompanies all questionnaires used also reminded respondents that their responses were to be used exclusively for academic purposes and that the responses can only be published with their consent. More so, in designing the questionnaire the researcher avoided sensitive questions that could distress the respondents. Additionally one bank (Bank A), allowed the researcher to mention their name and the other one (Bank B) requested to be masked, hence the researcher's decision to mask both banks. Lastly the researcher maintained objectivity in collecting and analysing data from all respondents as raw data from every participant was captured as is and the analysis was very objective regardless of the position, managerial or non-managerial status of the participant.

3.11 Chapter summary

The chapter has elucidated the research philosophy, research method, research design, study, sample, sampling procedure, research instruments, data analysis technique, reliability and validity and ethical considerations observed. The next chapter shall present the data collected from the research participants, analysis and interpretation of the data, thereby solving the research questions.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The prior chapter has well-articulated the research methodology that guided how data was collected for the purposes of addressing the research problem of this study. This chapter proceed by way of presenting data in tables and graphs to clearly give an adequate visual impact of the study as well as cover the detailed analysis of the data that was collected from the study participants. The analysis was done in three phases. The first section dwells on analysis of response rate. The second phase cover demographic analysis of the data. The last but no least final section will cover a detailed analysis of answers to all the three major research questions/ objectives upon which this study was grounded.

4.1 Response rate analysis

Table 4.1: Study response rate

	Questionnaires dispatched	Questionnaires completed and returned	Questionnaires not returned
Frequency	189	145	44
Response percentages	100%	77%	23%

Source: Primary data (2020)

From table 4.1 above, a total of 189 questionnaires were dispatched to respondents. From the total of 189 questionnaires dispatched 145 were completed and returned and this translates into an overwhelming response rate of 77%. According to Chikanda (2019) a response rate that is equal to 50% is large enough for the purposes of examination and reporting, one that stood at 60% is regarded as great and anything above 70% in terms of reaction rate is incredible. In light of these statistics,

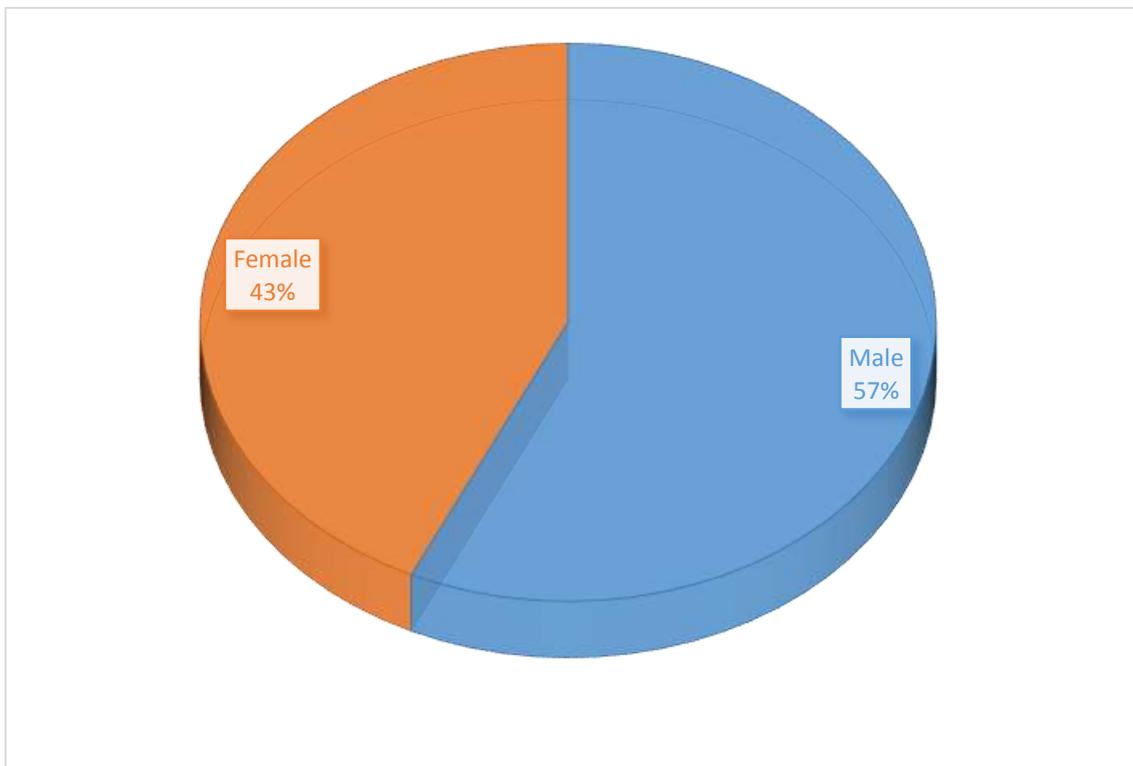
this study with an overall response rate of 77% is overwhelming, valid and great and warrants the researcher of valid study results.

4.2 Analysis of demographic data of study participants

4.2.1 Gender of participants

The study asked respondents to indicate their gender on the questionnaire in order to assess whether the research has any gender bias or not. Pie chart on figure 4.2.1 below provides a summary of the result.

Figure 4.2.1 Gender of participants



Source: Primary data (2020)

As illustrated on figure 4.2.1 above 57% (82/145) of the respondents were male whilst the remaining 43% (63/145) were female. The result shows that the banking environment is male dominated and all participants both male and female made their contribution with respect to expressing their views regarding the extent of AL style practiced in the Commercial Banking sector of Zimbabwe. The result has no gender bias as the result were in line with the human resources records of 2020 of the

participating banks which indicated that majority of the employees in the banking sector were male comparatively to female.

4.2.2 Academic qualification of participants

The major rationale of including academic qualification of the study participants was to assess their understanding of the research instrument and the subject of AL which was at the centre of the study. Results are summarized on table 4.2.2 below.

Table 4.2.2: Academic qualification of respondents

Academic qualification of participants					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O-level	3	2.1	2.1	2.1
	Diploma	26	17.9	17.9	20.0
	Degree	84	57.9	57.9	77.9
	Post graduate	32	22.1	22.1	100.0
	Total	145	100.0	100.0	

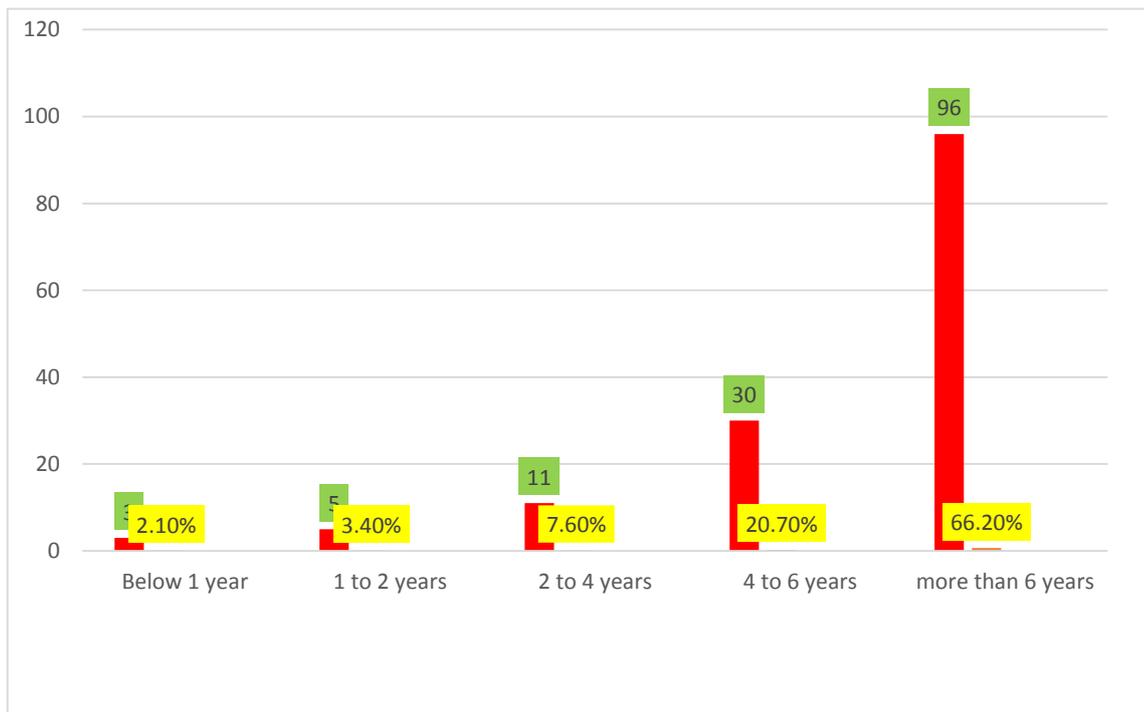
Source: Primary data (2020)

As exhibited on table 4.2.2 above, 57.9 % (84/145) of the respondents were degree holders, 22.1 % (32/145) were post graduates, 17.9 % (26/145) were diploma holders and a mere 2.1 % (3/145) were O-level certificate holders. The result shows that all respondents were educated enough understand the questionnaire which was used as the main instrument of data collection. The result also shows that majority of bank employees are highly educated as they are degree holders and they can easily understand the subject of AL as it relates to their banks. This enhances the reliability of the responses obtained from well informed and educated respondents. The result is supported by the human resources records (2020) of the banks where they indicated that one of their policy is now to recruit degree holders effective 2018.

4.2.3 Working experience of participants

The purpose of including a question on work experience of respondents was to assess if the study participants have been working in their respective banks for a period fairly long enough to be able to correctly tell if AL has been and is still being practiced by the bank.

Figure 4.2.3 Work experience of respondents



Source: Primary data (2020)

From bar graph in figure 4.2.3 above, of the 145 respondents 66.2%(96) had more than six years banking experience, 20.7%(30) had between 4 to 6 years banking experience, 7.6%(11) had between 2 to 4 years banking experience and 5.5%(8) had not more than two years banking experience. The result shows that majority of the participants had been working in the banking sector for a considerable period long enough to provide a fair assessment of the level of AL practice at their respective financial institutions. Thus the research was responded to by well experienced employees in the banking sector.

4.3 Extent of authentic practices in the Commercial Banking sector of Zimbabwe.

The first objective of the study was to determine the extent of authentic practices in the Commercial Banking sector of Zimbabwe. In order to obtain responses for the objective AL was assessed from four dimensions that include self-awareness, relational transparency, balanced processing and internalized moral perspective. Below is a detailed presentation and analysis of each dimension of AL as practiced by CB in Zimbabwe.

4.3.1 Self awareness

Table 4.3.1a) Responses on whether the leaders accurately describes how others view them

My leader describes accurately the way that others view his/her abilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagreed	8	5.5	5.5	5.5
	Disagreed	10	6.9	6.9	12.4
	Unsure	9	6.2	6.2	18.6
	Agreed	72	49.7	49.7	68.3
	Strongly agreed	46	31.7	31.7	100.0
	Total	145	100.0	100.0	

Source: Primary data (2020)

From the above table 4.3.1a) of the 145 respondents 31.7% strongly agree, 49.7% agreed and 6.2% were unsure that their leaders accurately describe how others view them. On the contrary an overall 12.4% of the respondents disputed the position that their leaders accurately describe how others view them. The result shows that majority of the respondents were in agreement on the view that leaders in CB of Zimbabwe can accurately describe how others view them. This implies that with respect to self-awareness dimension of AL leaders of CB score high. The results are consistent to those of Bala & Kumar, (2011) who revealed that leaders accurately describe how their subordinates view them and the employees continuously keep improving their quality standards.

Table 4.3.1b) Responses on strengths and weaknesses of leaders

My leader shows that he/she understands his/her strengths and weaknesses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagreed	9	6.2	6.2	6.2
	Disagreed	9	6.2	6.2	12.4
	Agreed	82	56.6	56.6	69.0
	Strongly agreed	45	31.0	31.0	100.0
	Total	145	100.0	100.0	

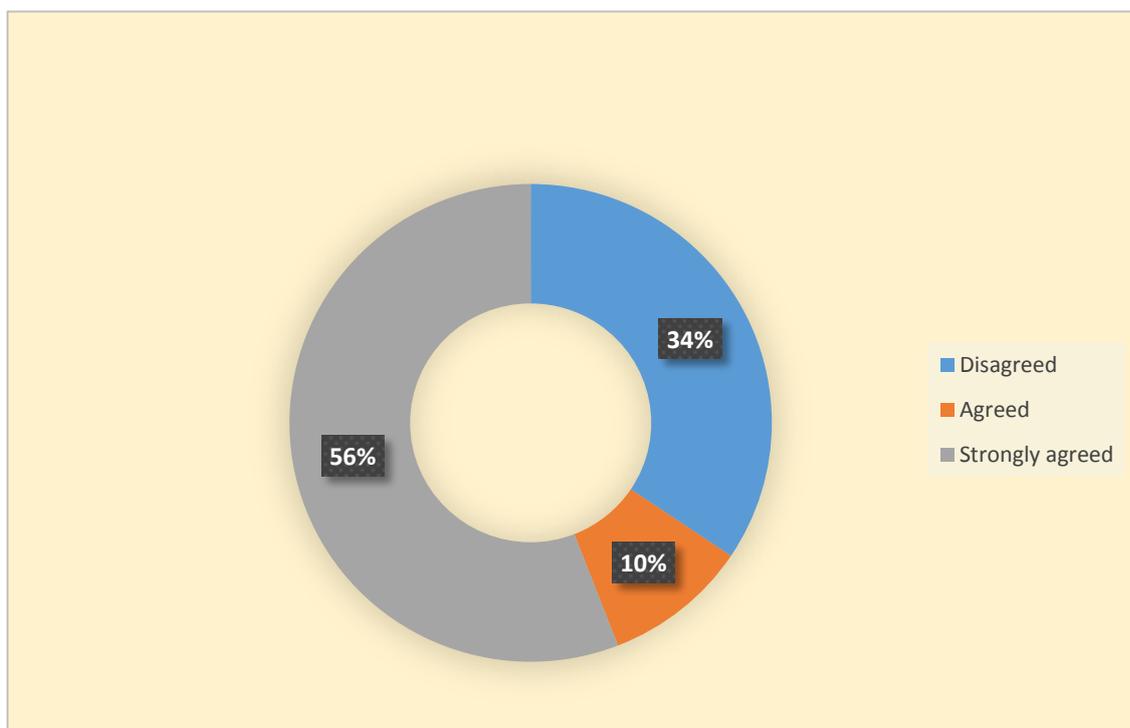
Source: Primary data (2020)

From the illustration on table 4.3.1b) above 56.6% of the respondents agreed, 31% of the study participants strongly agreed and an overall 12.4% of the respondents disputed that their leaders show that they comprehend their own weaknesses and strength. The result also shows that majority of leaders in CB are aware of their own strengths and weaknesses. This result further supports the

previous finding where majority of participants concurred that their leaders accurately describe how others view them. The result clearly indicates that majority of leaders in CB score highest values on the self-awareness dimension of AL. The result concurs with those of Industrial Psychology Consultancy (Pvt) Ltd (2013) who revealed that leaders understand the weaknesses and strengths of their subordinates and hence they continuously improve their leadership skills.

4.3.1c) Responses on leader's impact to subordinates

Figure 4.3.1c Responses on leaders' impact



Source: Primary data (2020)

As clearly illustrated on figure 4.3.1c) above of the 145 respondents 56% strongly agreed, 10% agreed and 34% opposed the view that their leaders are very much alive and aware of their impact to subordinates and or followers. The result shows that majority of the employees were in agreement on the position that leaders are very much aware of their impact whether negative or positive on the subordinates. The result further illustrates that leaders in CB are authentic from the dimension of self-awareness. However, it is not enough to make a conclusion that the leaders are authentic from one out of four dimensions of AL. Therefore, the following subsection focuses on the other

dimension of AL which is called relational transparency. The result is supported by Kim (2014) that leaders in the banking sector appreciate the impact of their actions on their respective subordinates.

4.3.2 Balanced processing

Table 4.3.2a) Responses on listening to subordinates

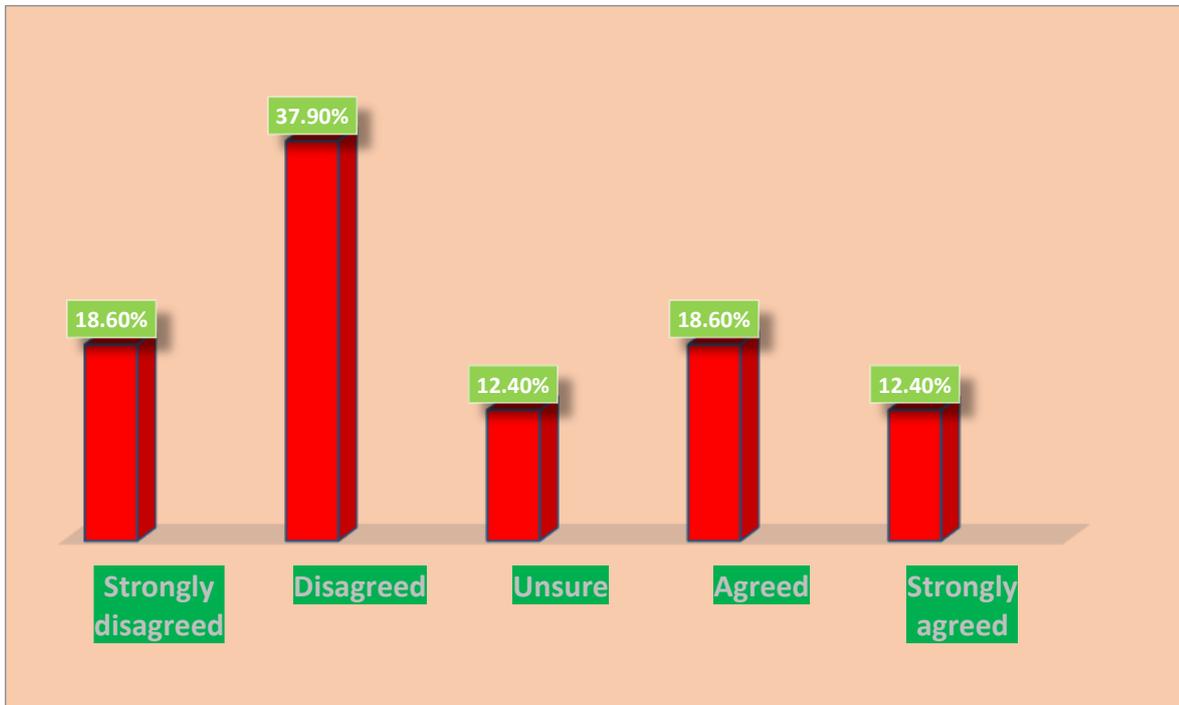
My leader carefully listens to alternative perspectives before reaching a conclusion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagreed	36	24.8	24.8	24.8
	Disagreed	27	18.6	18.6	43.4
	Agreed	54	37.2	37.2	80.7
	Strongly agreed	28	19.3	19.3	100.0
	Total	145	100.0	100.0	

Source: Primary data (2020)

From table 4.3.2a) above of the 145 respondents, 37.2% agreed, 19.3% strongly agreed, 24.8% strongly disagreed and 18.6% disagreed that their respective leaders listen very well to alternative views before they can make a final decision or conclusion. Based on these results the researcher inferred that a fairly large proportion of CB leaders listens to others view whilst a notable percentage of leaders do not listen before reaching a final conclusion. Thus only 56% of leaders listens whilst the other 44% do not listen to their subordinates for alternative decisions. The result shows that to a reasonable extent AL is practiced in CB of Zimbabwe from the dimension of balanced processing. The result was consistent to those of Kharevelioglu(2014) which revealed that most managers in the banking sector are bureaucratic and therefore do not provide room to listen to their subordinates given that the rule book is clear on what has to be done and what not to do.

4.3.2b) Response on encouraging contrary views

Figure 4.3.2b) Responses on listening company views



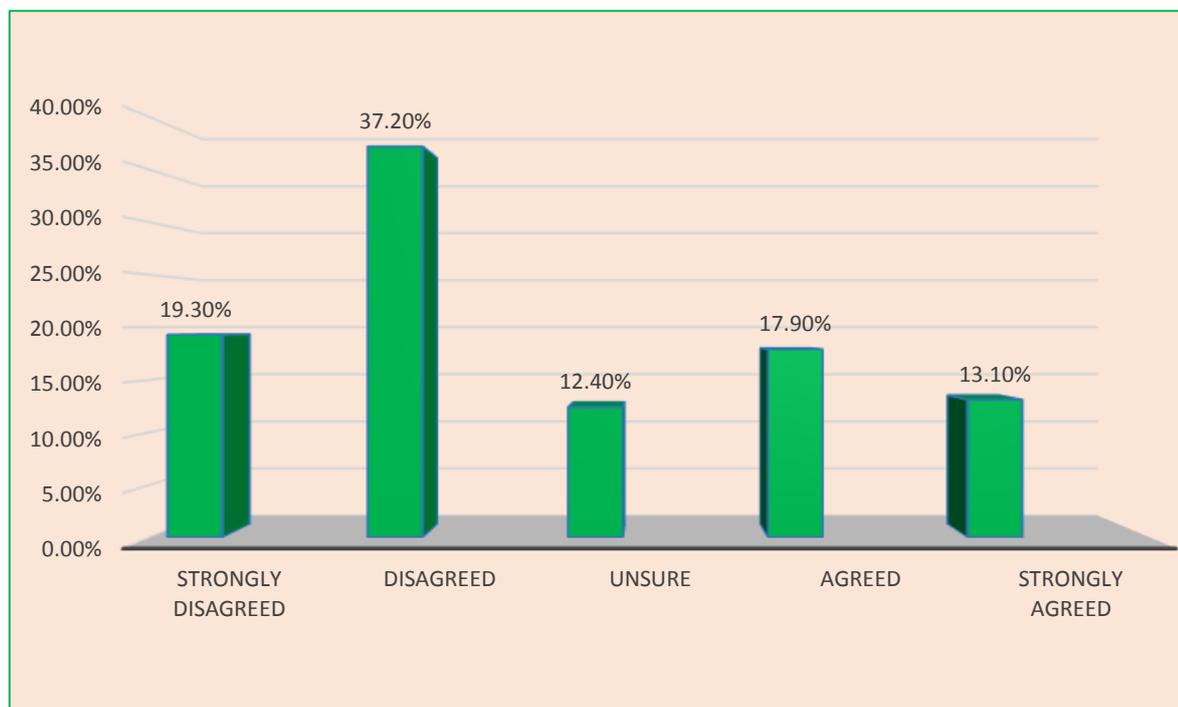
Source: Primary data (2020)

From figure 4.3.2b) above of the respondents 37.9% (55/145) disagreed, 18.6% (27/145) strongly disagreed, another 18.6% agreed and another 18.6% agreed that their leaders encourage others to express their contrary views. The result shows that majority of respondents were of the position that their leaders do not encourage contrarians. They are of the view that they know better and do not need to be contradicted. This is an indicator of a lack of AL from the dimension of balanced processing. The result clearly illustrates that there is to some extent lack of AL in CB particularly on the balanced processing where very low scores were obtained. Thus, there is a deficiency of balanced processing AL dimension in CB of Zimbabwe.

4.3.3 Relational transparency

4.3.3a) Response on openly sharing information with others

Figure 4.3.3a) Responses on openly sharing information with others



Source: Primary data (2020)

From figure 4.3.3a) above of the respondents 37.2% (54/145) disagreed, 19.3%(28/145) strongly disagreed, 17.9%(28/145) agreed, 13.1%(19/145) strongly agreed and 12.4% were unsure that their leaders openly share information with others. The result shows that majority of respondents were of the position that their leaders are reluctant to openly share information with others. They are of the view that they know better and do not need to share the information with anyone else. This is an indicator of a lack of AL from the dimension of relational transparency. The result clearly illustrates that there is to some extent lack of AL in CB particularly on the relational transparency where very low scores were obtained. Thus, there is a deficiency of relational transparency AL dimension in CB of Zimbabwe. The result was consistent to RBZ (2014) finding that poor corporate governance which include lack of transparency among the leadership has resulted in bank failures in Zimbabwe as depositors' funds are misused by the bank leadership.

4.3.4 Internalised moral perspective

4.3.4a) Response on resistance to things contrary to leader's belief

Table 4.3.4a): Responses on resistance to things contrary to leader's belief

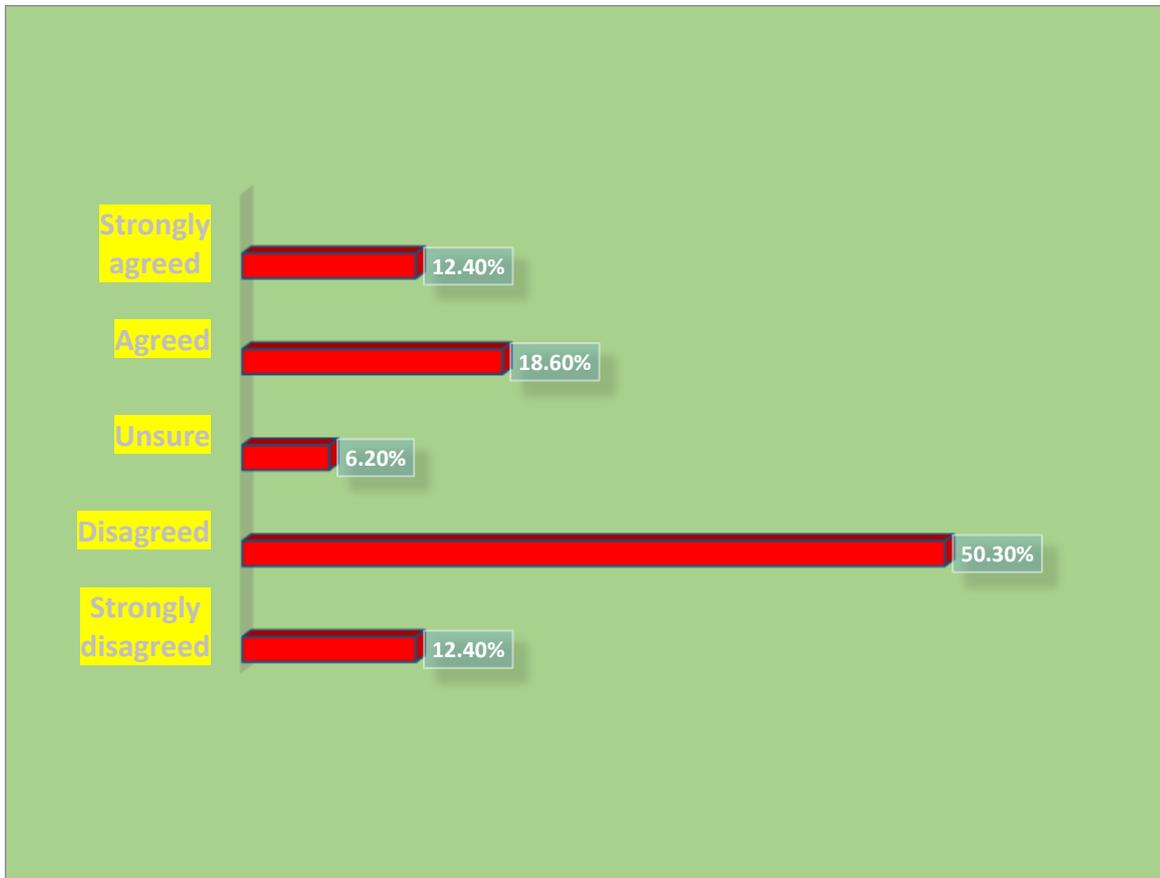
My leader resists pressures on him/her to do things contrary to his/her beliefs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagreed	54	37.2	37.2	37.2
	Disagreed	36	24.8	24.8	62.1
	Unsure	18	12.4	12.4	74.5
	Agreed	18	12.4	12.4	86.9
	Strongly agreed	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Primary data (2020)

From table 4.3.4a) above 37.2% of the respondents strongly disagreed, 24.8% disagreed, 12.4% were undecided, another 12.4% agreed and 13.1% strongly agreed that their leaders resist pressures on them to do things contrary to their belief. The result shows that majority of the respondents are disputing the position that their leaders resist things contrary to their belief. The result shows that when CB leaders in Zimbabwe are put under pressure to do anything morally right or wrong they can easily subdue. This is an indicator of lack of moral ethics or principles. The result clearly shows that leaders of CB leaves a lot to be desired as far as AL dimension of internalised moral perspective is concerned. Thus to a large extent AL is not being practiced by leaders in the commercial banking sector of Zimbabwe particularly with respect to the moral perspective. The result further corroborates the RBZ (2018) finding that the lack of moral ethics at among those responsible for governance of the entity within the banking sector of Zimbabwe is a persistent problem that is adversely affecting the economy of Zimbabwe.

4.3.4b) Response on guidance by internal moral standards

Figure 4.3.4b) Responses on being guided by internal moral standards



Source: Primary data (2020)

From figure 4.3.4b) above of all the study participants 50.3% disagreed, 12.4% strongly disagreed, 6.2% were undecided, 18.6% agreed and another 12.4% strongly agreed that their respective leaders are guided by internal moral standards. The result show that majority (62.7%) of the respondents were unanimous on the position that leaders of CB are not at all guided by their internal moral standards in executing their duties. This clearly shows that there is inadequate practice of AL in Zimbabwe CB particularly from the dimension of internal moral perspective. The result is in line with Manners (2013) finding that lack of moral ethics is major problem bedevilling the banking sector of Zimbabwe.

Overall from all the four dimensions of AL discussed above, it can be inferred that save from the self-awareness perspective only, leaders of CB in Zimbabwe lack AL skills and do not practice the style of leadership to a large extent. Thus there is high deficiency of AL from the perspective of

balanced processing, relational transparency and internalized moral perspective. Having established that there is lack of AL in CB in Zimbabwe, the following section covers the gap between AL practices and the actual leadership practices in the banking industry as outlined in objective number two.

4.4 Gap between authentic leadership practices and the actual leadership practices in the banking industry

As alluded to in the prior paragraph the purpose of this section is to unpack answers to objective number two that sought to establish the gap between AL practices and the actual leadership practices in the banking industry.

Table 4.4 Gap between authentic leadership practices and actual leadership practices in the banking industry

	Agreed	Unsure	Disagreed
My leader openly shares information with others	31.1%	12.4%	56.5%
My leader encourages others to voice opposing points of view	31%	12.4%	56.6%
My leader resists pressures on him/her to do things contrary to his/her beliefs	25.5%	12.4%	62.1%
My leader is guided in his/her actions by internal moral standards	31%	6.2%	62.8%

Source: Primary data (2020)

From table 4.4 above 56.5% of the respondents disputed that their leaders openly share information with others whilst only 31.1% agreed to the position. This implies that there is a wide gap between AL and the actual leadership style being practiced in the banking industry. Leaders who do not want to openly share vital information with subordinates are associated with the autocratic style of leadership. Thus autocratic leaders believe that they know everything and simply give instructions to

subordinates without soliciting for their contributions. The study results are supported by Kharevelioglu (2014) who revealed that authoritarian leadership style is one that is predominant in banking sector of North Cyprus with both male and female being task oriented in their leadership stance.

From table 4.4 above 56.6% of the respondents also disagreed that their leaders encourage contrarians to make their contributions and only 31% of the study participants agreed with the position. This further reinforces the position that majority of the leaders in the banking industry are practicing autocracy rather than AL which calls for the need to listen to contrarians and seriously consider adoption their views in cases where they are constructive. The result augers well with those of Mohammad, Chowdhury and Sanju (2017) who revealed that the most practiced leadership style used in banks of Bangladesh entail bureaucratic style and the least used is the leadership style is laissez-faire style implying that there is a wide gap between actual leadership style and AL style. Thus a bureaucratic leadership style is mechanical, inflexible and rigid and the leaders leads according to the rule book and there is no room for contrarians to express their views.

As indicated on table 4.4 above at least 62% of the respondents disputed the position that their leaders resist pressure to do things contrary to their views and also the position that these leaders are guided by their internal moral standards. This implies that there is neither authentic nor ethical leadership being practiced by majority of the leaders in the banking industry as autocracy seems to be the major predominant leadership style being used. An interview with one of the managers confirmed that in most of the cases they use autocratic leadership especially in this current volatile economic environment where decisions have to be made fast. The manager also indicated that in most of the instances the employees lack experience and knowledge of the issues that will be at hand and therefore, it is wastage of valuable time to consult such persons. The result is supported by Chinyerere (2013) who revealed that some of the problems that are confronted by the banking sector of Zimbabwe are attributable to poor corporate governance and lack of ethics in the rank and file of leadership among other factors.

4.5 Inferential statistics on effect of authentic leadership on employee satisfaction in commercial banks of Zimbabwe

In order to scientifically determine the influence of self-awareness, relational transparency, balanced processing and internalized moral perspective on employee satisfaction a multiple linear regression model was employed, thereby responding adequately to the needs of the third objective of the study. The researcher sought to establish the relationship between AL (independent variable) and employee

satisfaction (dependent variable) in the commercial banking sector of Zimbabwe. In order to measure AL, the variable was subdivided into four main sub variables that entail self-awareness, relational transparency, balanced processing and internalized moral perspective. Employee satisfaction was measured in terms of the response by respondents on whether they agree with the view that their job is pleasant or not. The linear regression model used by the researcher to establish the relationship between AL and employee satisfaction in the banking industry is indicated below:

$$Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Where:

Y = dependent variable (employee satisfaction)

B1 to 4 = weights in respect of each of the four authentic leadership variables.

X1 = Self-awareness-SA (My leader describes accurately the way that others view his/her abilities)

X2 = Relational transparency-RT (My leader openly shares information with others)

X3 = Balanced processing-BP (My leader encourages others to voice opposing points of view)

X4 = Internalised moral perspective-IMP (My leader is guided in his/her actions by internal moral standards)

A= regression constant

e = error term

Table 4.5.1 Regression model used by the researcher

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.289	.83797
a. Predictors: (Constant), Internal moral perspective (IMP), Balanced Processing (BP), Relational transparency (RT), Self-Awareness (SA).				

Source: Field research data (2020)

Table 4.5.1 model above shows an R value (correlation coefficient) of 0.555 which is an indicator of a very strong positive linear correlation between the predictors (Internal moral perspective (IMP), Balanced Processing (BP), Relational transparency (RT), Self-Awareness (SA)) and employee satisfaction in the banking industry of Zimbabwe. The value of R square (coefficient of determination) was 0.308 shows that 30.8% of the changes in employee satisfaction is solely attributable to AL variables captured by the model and the remaining 69.2% is due to exogenous factors not covered by the model. In that light it can be concluded that the researcher used a relatively powerful model to some extent to test the relationship between AL style and employee satisfaction in the banking industry of Zimbabwe.

The study employed ANOVA in order to ascertain the significance of the model. The f significant value of 0.000 was established as indicated in table 4.5.2 below. This implied that the model has 0% probability of producing a wrong prediction. This result implies that the model is 100% reliable in measuring what it intended to measure. In light of such a high level of reliability of the model table 4.5.2 below gives a summary of the ANOVA.

Table 4.5.2 ANOVA

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.832	4	10.958	15.605	.000 ^b
	Residual	98.306	140	.702		
	Total	142.138	144			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), Internal moral perspective (IMP), Balanced Processing (BP), Relational transparency (RT), Self-Awareness (SA).						

Source: Field research data (2020)

As illustrated in table 4.5.2 above the model was significant at 0.000. Thus 0.000 is below 5%, hence the model was significant. Thus the model is said to be significant due to the fact that the significant p value of 0.000 is below 5% margin of error adopted by the researcher in undertaking the research.

In order to determine the statistical significance of each AL variable, the regression equation came out as indicated below:

Table 4.5.3 Authentic leadership regression coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.424	.553		2.576	.011
	Self-Awareness	.069	.085	.076	.812	.008
	Relational transparency	.045	.059	.066	.773	.001
	Balanced processing	.172	.059	.227	2.897	.004
	Internal moral perspective	.404	.077	.514	5.245	.000

a. Dependent Variable: Employee satisfaction

Source: Field research data (2020)

As indicated in table 4.5.3 above the p value in respect of each AL variables that include Internal moral perspective (IMP), Balanced Processing (BP), Relational transparency (RT) and Self-Awareness (SA) was below 0.05 level of significance used by the researcher for the study. This result shows that they are statistically significant. Hence the researcher concluded that there is a significant relationship between each of the AL variables of Internal moral perspective (IMP), Balanced Processing (BP), Relational transparency (RT) and Self-Awareness (SA) and employee satisfaction in the banking industry of Zimbabwe.

From table 4.5.3 above a beta coefficient of 0.069 implies that there is a positive relationship between self-awareness and employee satisfaction in the CB of Zimbabwe. The relationship was significant because the p-value of 0.008 was lower than the margin of error of 0.05 used by the researcher in carrying out the study. In light of these results it can be inferred that self-awareness positively and significantly influences employee satisfaction. The result is supported by earlier findings of Kimura (2013) who revealed that self-awareness dimension of AL leads to increased job satisfaction due to the fact that the authentic leaders seriously consider others in making their decisions at the workplace.

The table also shows a beta value of 0.045 for relational transparency and employee satisfaction. A result which signals a positive relationship between relational transparency (independent variable) and the employee satisfaction (dependent variable) in the commercial banking sector of Zimbabwe. The result was statistically significant on the grounds that the probability-value of 0.001 was lower than the margin of error of 0.05 used by the researcher in carrying out the study. This result is similar to results of Pucic (2015) who revealed that authentic leaders who are open to their

employees and willing to share with them relevant vital information greatly result in highly satisfied employees at the workplace.

Table 4.5.3 also shows a beta value of 0.172 for balanced processing and 0.404 for internal moral perspective. The results show that there is a positive relationship between balanced processing and employee satisfaction and also between internal moral perspective and employee satisfaction in the banking industry of Zimbabwe. The probability values were 0.004 for balanced processing and 0.000 for internal moral perspective of which both value were below the margin of error of 5% used by the researcher. In light of that background the results are considered statistically significant. The researcher therefore infers that there is positive and significant impact of both balanced processing and internal moral perspective on employee satisfaction in the commercial banking sector of Zimbabwe. The result shows that the significant deterioration in AL result in low job satisfaction. The result is consistent with the findings of Khan et al (2015) who obtained a positive and significant relationship between AL and employee satisfaction in public universities of Peshawar.

In light of the results in table 4.5.3 above where all the probability values were below the 5% margin of error the null hypothesis that AL has no significant effects on employee satisfaction is refuted. It can therefore be concluded that AL has positive and significant effects on employee satisfaction in the banking sector of Zimbabwe. The results are consistent to those of Copeland (2016) who revealed that that leadership styles that include ethical, transformational and authentic positively influence the effectiveness of the leaders which ultimately positively influence employee satisfaction.

4.6 Qualitative results

In order to obtain rich and detailed understanding of the influence of AL on employee satisfaction interview results were summarised below. Quotes from key informants are indicated below. The codes used to indicate the key informants entail RBZ officials (RBZ 1, RBZ2, and RBZ3), Bank B officials (BOF1-Bank Official Informant 1, BOF2(Bank Official informant 2), and BOF3 –Bank Official 3), Bank A officials (BOF4-Bank Official 4, BOF5 –Bank Official 5, and BOF6-Bank Official 6) and Institute of directors official (IOD1).

4.6.1 What is the extent of authentic practices in the Commercial Banking sector of Zimbabwe?

RBZ 1

“Authentic leadership is a new field that is still at its infancy stage hence there is very low to nil adoption of the concept in the commercial banks of Zimbabwe”

Comment

The quote from the RBZ official clearly indicates that there is a very low adoption of the AL by CB in Zimbabwe on the grounds that the concept is still very new in Zimbabwe unlike other style of leadership that has been used for a very long time ago. The respondent was very clear that the adoption of AL style is almost nil , implying that AL traits cannot be found in some instances. This result further supports the questionnaire results where it was evident that to a large extent AL is not being practiced by majority of CB in Zimbabwe.

RBZ 2

“The catastrophic and spectacular collapses of yester year banking institutions that include Barbican, Royal bank, ZABG, Interfin and Renaissance merchant bank among others is enough evidence to show that, no authentic leadership to talk about, let alone its implementation”

Comment

The quote of the respondent is very consistent from the response for the first RBZ official who indicated that there is nil to low adoption level of the concept of AL. However, the second RBZ official opted to cite reasons to justify the position that CB are still very far away from implementing AL due to lack of morality. The bank runs cited by the author that include Barbican, Royal bank, ZABG, Interfin and Renaissance merchant bank were mainly attributable to poor corporate governance, insider dealing, misuse of depositors funds, fraud and corruption which are all indicators of lack of integrity, transparency and moral ethics. The evidence put forward by the respondent points to serious deficiency of relational transparency and internal moral perspectives dimensions of AL in the banking industry of Zimbabwe. This finding was consistent to those of Chinyerere (2013) who revealed that some of the problems that are confronted by the banking sector of Zimbabwe are attributable to poor corporate governance and lack of ethics in the rank and file of leadership among

other factors. The position was also revealed through empirical evidence gathered through the questionnaire.

Conclusion

In light of responses highlighted above, the research concluded that to a large extent AL is not being practiced by majority of CB in Zimbabwe. Leaders of CB have a daunting task of embracing the concept of AL.

4.6.2 What is the gap between authentic leadership practices and the actual leadership practices in the industry?

BOF1

“The authentic leadership concept is sound in theory but of little value in practice”

Comment

The respondent quote above clearly illustrates that leaders of CB do not have a buy in of the concept of AL. The respondent who is part of the leaders of CB strongly believe that AL is just a theoretical aspect which is of less significance in the real world of business hence there are no efforts made to try and implement it. This implies that there is a very wide gap between AL practices and the actual leadership practices in the banking industry.

BOF2

“To be realistic the best leadership styles that we use are bureaucratic given the backdrop that our banking sector is highly regulated”

Comment

The quote by the second respondent from the bank officials list was quick to point out that they use a bureaucratic leadership style ahead of any other style in the banking industry on the grounds that the sector is heavily regulated by the RBZ. This result is very consistent to questionnaire results where respondents indicated that their leaders use a mechanical, inflexible and rigid bureaucratic leadership style in discharging their duties. Thus the subordinates were spot on with respect to leadership style used by their leaders in the commercial banking sector of Zimbabwe.

BOF6

‘We usually use the task oriented leadership styles and we do not use the authentic leadership style in practice, we are not well versed with that young style of leadership’

Comment

The quote of the bank official above further reinforce the position that CB in Zimbabwe do not prefer the AL style but rather prefer a task oriented leadership style. The result is consistent to those of Kharevelioglu (2014) who revealed that both male and female managers prefer task oriented leadership styles in the banking industry of Northern Cyprus.

Conclusion

From all the above responses, the researcher concluded that there is a wide rift or gap between AL practices and the actual leadership practices (task orientation and bureaucratic leadership styles) in the banking industry of Zimbabwe.

4.6.3 What is relationship between authentic leadership practices and employee satisfaction?

BOF4

‘If properly implemented, a positive relationship is anticipated between authentic leadership practices and employee satisfaction given the background that an authentic leader is transparent and is strongly guided by his or her internal moral standards’

Comment

From the above quote of the bank official it is evident that there is a positive relationship between AL practices and employee satisfaction. The respondent highlighted mainly the relational transparency and internal moral perspective dimensions of AL as the major drivers of employee satisfaction. This result is supported by literature (Shapira-Lishchinsky & Even-Zohar, 2011, Kim (2014), Pucic (2015), (Datta, 2015), Khan et al (2015) and Qureshi, Aleemi and Rathore(2018)). All these studies produced a significant positive relationship between AL and employee (job) satisfaction. The result was also very much consistent with questionnaire results where positive beta values ranging from 0.045 to 0.404 were obtained between each dimension of AL and employee satisfaction, signalling a positive relationship between the independent and dependent variable.

4.6.4 How can leaders of commercial banks improve adoption of authentic leadership?

RBZ 1

“There are five major ways of improving ethical leadership style adoption that include obtaining feedback from others, be morally upright, having a positive attitude towards the concept, maintaining self-discipline and being emotionally intelligent”

Comment

From the above response, the RBZ official was quick to cite clearly, precisely and categorically five major ways that can be used to improve implementation of AL in the commercial banking sector of Zimbabwe. These include being morally upright, having a positive attitude towards the concept, maintaining self-discipline and being emotionally intelligent. By being morally upright, the respondent implies that sound and good moral principles have to be the campus which direct the leader on what to do, thus the leader will not find himself participating in issues like insider dealing, embezzlement of funds, corruption and fraudulent activities if he or she is morally upright and self-disciplined. A positive attitude implies that rather than being resistant to the old bureaucratic way of managing the business, CB leaders need to be flexible and embrace new concepts like AL. Attempts to obtain feedback help a great deal for the leader to realize his or her strengths and weaknesses thereby having an opportunity to improve on the self-awareness dimension of AL. The contributions from the RBZ official were not cited by questionnaire respondents.

IOD1

“Coaching or mentoring is the best strategy to promote adoption of authentic leadership style”

Comment

The contribution from the Institute of Directors official was precise and to the point that coaching or mentoring is the best way to impart AL skills to leaders and followers. The IOD official was fully convinced that authentic leaders are not born but are made through coaching or mentoring.

Conclusion

From the above responses, the researcher concluded that it is possible to improve adoption of AL in the commercial banking sector of Zimbabwe through initiatives by the leaders themselves and those of other people. The initiatives that can be triggered by the leaders themselves entail obtaining

feedback from others, being morally upright, having a positive attitude towards the concept, maintaining self-discipline and being emotionally intelligent. On the other hand, an initiative that can be triggered by others entail coaching or mentoring.

4.7 Triangulation of quantitative and qualitative results

4.7.1 Common results between quantitative and qualitative research

a) Both quantitative and qualitative results showed that there is a very low adoption of AL style in the commercial banking sector of Zimbabwe.

b) Both quantitative and qualitative results showed that in practice the most practiced leadership style is task oriented and bureaucratic and not AL style in light of the high regulatory framework of the banking industry of Zimbabwe.

c) Both quantitative and qualitative results showed that AL style positively influence employee satisfaction in the commercial banking sector of Zimbabwe. This position was emphasized by both questionnaire respondents and interview respondents.

4.7.2 Different results between quantitative and qualitative research

a) Qualitative results unearthed a new dimension where five clear strategies could be used to enhance adoption of AL in the commercial banking sector of Zimbabwe. These include obtaining feedback from others, be morally upright, having a positive attitude towards the concept, maintaining self-discipline and being emotionally intelligent.

b) Quantitative results were not as rich as qualitative results. Quantitative results only displayed a positive relationship between the independent (AL dimensions) and dependent variable (employee satisfaction) using the regression model without justifying why the relationship is positive. Thus qualitative results explained the positive relationship that exists between the AL and employee satisfaction in the banking sector of Zimbabwe.

4.7.3 Overall conclusion

From triangulation of both quantitative and qualitative results the researcher concluded that there is low adoption of AL in the commercial banking sector of Zimbabwe despite the positive influence of the leadership style on employee satisfaction.

4.8 Chapter summary

The chapter has covered in detail the response rate analysis, bio data analysis and analysis of responses to each of the objectives of the study that include determination the extent of authentic practices in the Commercial Banking sector of Zimbabwe, establishment of the gap between AL practices and the actual leadership practices in the industry and establishment of the effect AL on employee satisfaction in CB in Zimbabwe. The chapter has established that to a greater extend AL is not practiced by CB in Zimbabwe. The study has also established that autocracy leadership is predominant ahead of AL. Lastly the study has revealed that there is a statistically significant positive influence of AL on employee satisfaction. The following chapter covers summary of main findings, conclusions and recommendations.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter has covered data presentation and analysis there by setting a solid foundation for summary of main findings, conclusions and recommendations which is the main thrust of this chapter.

5.1 Recap of the Research Questions

The research attempted to address the following questions:

- i. What is the extent of authentic practices in the Commercial Banking sector of Zimbabwe?
- ii. What is the gap between authentic leadership practices and the actual leadership practices in the industry?
- iii. What is relationship between authentic leadership practices and employee satisfaction?
- iv. How can leaders of commercial banks improve adoption of authentic leadership?

5.1 Summary of main findings

5.1.1 Extent of authentic practices in the Commercial Banking sector of Zimbabwe.

The first objective of the study was to determine the extent of authentic practices in the Commercial Banking sector of Zimbabwe. In response to the objective, save for self-awareness more than 57% of the study participants disputed that their leaders practice balanced processing, relational transparency and internalized moral perspective dimensions of AL. Thus to a large extent, AL is not practiced by leaders working for CB in Zimbabwe.

5.1.2 Gap between authentic leadership practices and the actual leadership practices in the industry.

The second objective of the study was to establish the gap between AL practices and the actual leadership practices in the industry. In responding to the objective, more than 56% of the respondents were in agreement on the position that leaders of CB in Zimbabwe do not like to openly share information with others, do not want ideas from contrarians and they are not guided by internal

moral standards. Thus, autocratic style of leadership is more prevalent ahead of AL in Zimbabwean CB.

5.1.3 Effect of authentic leadership on employee satisfaction in commercial banks of Zimbabwe

The third objective of the research was to establish the effect of AL on employee satisfaction in CB in Zimbabwe. The study produced a beta coefficient of 0.069 between self-awareness and employee satisfaction, 0.045 between relational transparency and employee satisfaction, 0.172 between balanced processing and employee satisfaction and 0.404 between internal moral perspective and employee satisfaction. The results signal a positive statistically significant influence of AL on employee satisfaction.

5.1.4 Strategies that leaders of commercial banks can use to improve adoption of authentic leadership

The study revealed that the six major ways of improving adoption of AL in the commercial banking sector of Zimbabwe entail obtaining feedback from others, being morally upright, having a positive attitude towards the concept, maintaining self-discipline, being emotionally intelligent and coaching.

5.2 Conclusions

5.2.1 Extent of authentic practices in the Commercial Banking sector of Zimbabwe.

Given that, save for self-awareness more than 57% of the study participants disputed that their leaders practice balanced processing, relational transparency and internalized moral perspective dimensions of AL the researcher concluded that to a large extent, AL is not practiced by leaders working for CB in Zimbabwe. Thus there is high deficiency of AL skills in the commercial banking sector of Zimbabwe.

5.2.2 Gap between authentic leadership practices and the actual leadership practices in the industry.

Given that, more than 56% of the respondents were in agreement on the position that leaders of CB in Zimbabwe do not like to openly share information with others, do not want ideas from contrarians and they are not guided by internal moral standards the researcher concluded that autocratic style of leadership is mainly practiced and leaders of CB still have a huge task to put into effect best practice AL style.

5.2.3 Effect of authentic leadership on employee satisfaction in commercial banks of Zimbabwe

Given the positive beta values ranging from 0.045 to 0.404 between each dimension of AL and employee satisfaction, the researcher concluded that there is a positive and statistically significant influence of AL on employee satisfaction in CB in Zimbabwe

5.2.4 Strategies that leaders of commercial banks can use to improve adoption of authentic leadership

The study concluded that strategies that can be used by leaders of CB to improve adoption of AL are two fold that is leader oriented initiatives and organizational oriented initiatives. Leader oriented initiatives include obtaining feedback from others, being morally upright, having a positive attitude towards the concept, maintaining self-discipline, being emotionally intelligent whilst organizational oriented initiative include coaching or mentoring.

5.3 Recommendations

5.3.1 Extent of authentic practices in the Commercial Banking sector of Zimbabwe.

In light of the lack of AL observed in the commercial banking sector of Zimbabwe the following recommendations were made:

- ❖ Training of leaders of CB on how to implement AL style. There is an apparent need to train managers in the commercial banking sector to be trained through the Institute of Directors (IOD), seminars and workshops on the components of AL, benefits of AL and the best AL implementation matrix in the context of CB in Zimbabwe.
- ❖ Benchmarking of leadership style with International banks operating outside Zimbabwe. Leaders of CB in Zimbabwe are strongly recommended to bench mark their leadership style with International banks operating in foreign countries that are using the AL style and follow suit
- ❖ Hiring of external consultants. CB can hire senior management consultants or experts in the area of leadership who can then impart AL skills to all employees of the commercial banking sector of Zimbabwe because employees who are followers today leaders of tomorrow.
- ❖ Regular assessment of the three dimensions of AL by the leaders themselves, the board of directors and subordinates. Having established that there is notable improvement in self-awareness but serious deficiency in balanced processing, relational transparency and internalized moral perspective dimensions of AL the study recommends CB in Zimbabwe to do an AL skill assessment quarterly from three major stakeholders that include the leaders

themselves, independent directors and employees who are being lead. After the assessment areas of further training are identified. The bank can fund the area of training needs to improve AL skill implementation as it can yield positive returns to the organisation in the long run.

5.3.2 Gap between authentic leadership practices and the actual leadership practices in the industry.

Given that majority of CB make use of autocracy leadership ahead of AL, the following recommendations were made to reduce the gap between actual leadership and AL in the commercial banking sector of Zimbabwe:

- ❖ Leaders of CB are recommended to openly share information with others. This can assist them to obtain brilliant and innovative ideas from subordinates. Some subordinates are greatly talented in their areas of specialization and given a chance they can contribute significantly to the organisation. Therefore, managers are recommended to adopt AL oriented leadership styles that include democratic leadership style where subordinates are also consulted there by creating a fertile ground for full adoption of the AL style particularly the relational transparency dimension. Openly sharing information with subordinates is a way of empowering the employees and they will feel that they are valuable assets of the company and this will unlock more value to the organisation due to high motivation triggered by such initiatives.
- ❖ Leaders of CB are strongly recommended to accept ideas of contrarians. The leaders need to appreciate that despite their high ranks they are not a monopoly of wisdom and the best ideas can come from anyone. It is from contrarians where constructive criticism can arise. Listening to view points of contrarians can provide more avenues or opportunities for leaders of CB rather than being rigid and inflexible which is an old leadership style that stifles motivation. Leaders of the 21st century are supposed to have an open mind, being flexible and accept criticism in order to unlock more value from all employees despite rank or contrarians. Leaders surrounded by people who have a similar mindset and not willing to air their concerns if they perceive that it is contrary to their leaders, are bound to fail. Acceptance of ideas from contrarians where such ideas are brilliant, innovative and productive will go a long way in improving balanced processing dimension of ethical leadership there by reducing the wide gap currently existing between actual leadership in practice and AL.

- ❖ Leaders of CB are strongly recommended to be guided by internal moral standards and be guided by sound ethical principles when discharging their duties in the ordinary course of their work. The managers have to put into practice ethical leadership which creates a fertile ground for AL. If leaders are guided by internal moral standards when delivering their duties, incidences of corruption, externalization of foreign currency, fraud and misuse of depositors' funds which has been a common phenomenon of the CB in Zimbabwe will be significantly minimized. This will improve not only job satisfaction but also shareholder value that has been continuously eroded by such unethical conduct by leaders of CB. This can also result in more investors directing their funds to the commercial banking sector of Zimbabwe and will go a long way in reducing the gap between actual leadership style in practice and AL in the long run particularly on the internal moral perspective dimension.

5.3.3 Effect of authentic leadership on employee satisfaction in commercial banks of Zimbabwe

Given the positive and statistically significant influence of AL on employee satisfaction in CB in Zimbabwe, the following recommendations were made:

- ❖ There is need for CB in Zimbabwe to invest more funds on AL style oriented programs and initiatives like mentorship programs, learning culture promotion, rewarding the best innovative idea of the month and regular feedback on performance of both the organisation and employees in order to improve AL adoption thereby satisfying employees. A well satisfied employee is emotionally and psychologically bound with the organisation and is reluctant to leave the organisation. That can reduce recruitment costs and loss of great talents to rival firms and that can ultimately translate into thousands of dollars saved by such initiatives.
- ❖ Management focus on all the four dimensions of AL that include self-awareness, balanced processing, relational transparency and internalized moral perspective will go a long way in satisfying employees of CB in Zimbabwe given the backdrop of a positive and statistically significant relationship between the two variables. Thus any reduction in one of the dimensions of AL will result in significant deterioration of employee satisfaction and that can result in low job performance, low productivity and even injuries or accidents as the employees will be completely demotivated by their jobs.

5.3.4 Strategies that leaders of commercial banks can use to improve adoption of authentic leadership

The study recommended prioritization of the following strategies by CB of Zimbabwe based on the responses of key informants:

- ❖ Soliciting for feedback from others by the leaders in order to understand own strengths and weaknesses
- ❖ Being morally upright and stand by moral or ethical principles regardless of circumstances.
- ❖ Developing a positive attitude towards the concept of AL and embrace it.
- ❖ Maintaining self-discipline
- ❖ Developing a high sense of emotional intelligence
- ❖ Coaching or mentoring.

5.4 Theoretical implications

The study revealed that AL is a major variable that positively impact on employee satisfaction. This implies that as the organization makes an effort to improve AL dimensions that include self-awareness, relational transparency and internal moral perspective, employee satisfaction is bound to improve. This result suggest that the employee satisfaction is influenced by multiple factors that satisfied employees and this gives room for the need to carry out further research on multiple factors that affect employee satisfaction in the banking sector. The study also implies that AL is one of the major variable that motivates employees.

5.5 Practical implications

The Institute of Bankers Association in Zimbabwe can use the research as a baseline study to identify how best the banking sector can improve as far as its leadership is concerned with a view to improve employee satisfaction and this ultimately affect productivity in the banking sector of Zimbabwe. Thus the performance of the banking sector can ultimately improve if AL is fully adopted by the banking sector of Zimbabwe.

Zimbabwe banking sector has suffered from a plethora of factors. Among other factors poor corporate governance, corruption and poor leadership has been cited by the Reserve bank of Zimbabwe as major causes. Therefore, this study which strongly recommended full adoption of AL dimensions of self-awareness, relational transparency and internal moral perspective will go a long way in improving AL skills and sound corporate governance which has been the major factor

bedevilling the banking sector of Zimbabwe. The adoption of AL upholds the key principles of honesty, transparency and integrity which are some of the key pillars of good and sound corporate governance.

5.6 Limitations to the study

The study focused on a few banks due to financial resource constraints. However, the researcher used a fairly large sample to ensure that reliable, valid and credible results were generated.

A number of respondents were not willing to provide information relevant to the research. However, the researcher provided adequate assurance to the study participants that their responses were to be kept safe and no names were displayed on the research instruments and information was then availed for use in conducting the research.

5.7 Suggestions for further research

The study focused on the impact of AL style on employee satisfaction in the banking sector. Future studies can focus on the impact of AL style on organizational performance an area that has not been covered by this research. Further research may also focus on comparative of organizational performance between banks that use AL and those that use other leadership styles like ethical, autocratic, laissez fair and transactional results. Future researchers may cover development banks, savings banks and building societies, given that this research focused on CB only. The current study focused on CB in Zimbabwe, a similar study can be done in foreign countries and the results can be checked for areas of consistence and inconsistency. The current study has also investigated the impact of AL style on employee satisfaction in the banking sector from the perspective of the employees. Future researchers may also conduct the study from the perspective of leaders and or directors and compare the results. In the interest of time a smaller sample though large enough to produce valid and reliable results the study did not cover all CB in Zimbabwe, future researchers are recommended to conduct a survey or a study that covers all CB operating in Zimbabwe.

5.8 Chapter Summary

The goal of this chapter was to sum up this dissertation by discussing the extent to which the study objectives have been met, and outline the conclusion derived from the findings and to present various recommendations. The study sought to ascertain the influence of AL practices on employee satisfaction from the employee perspective in the banking industry of Zimbabwe. This chapter has established that all the objectives of the study were met. The major finding being that AL is not

practiced by leaders in the CB in Zimbabwe. The study also unearthed that all authentic leadership dimensions that include self-awareness, relational transparency, balanced processing and internal moral perspective have positive and statistically significant influence on employees' satisfaction. In response to the last objective, the study revealed that leader-oriented initiatives that include obtaining feedback from others and being morally upright can go a long way in improving the adoption of authentic leadership. The study concluded that there is high deficiency of AL skills in the commercial banking sector of Zimbabwe. The study also concluded that AL is a major and significant driver of employee satisfaction in the commercial banking sector of Zimbabwe. The study recommended leaders of CB to undergo intensive training on how to implement AL style and also to invest more funds on authentic leadership style-oriented programs and initiatives like mentorship programs, learning culture promotion and rewarding the best innovative ideas. Given that this research focused on the banking sector only, future researchers were recommended to replicate the study in development banks, savings banks and building societies and compare the results.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR FOLLOWERS-SURBORDINATES



UNIVERSITY OF ZIMBABWE

GRADUATE SCHOOL OF MANAGEMENT

Questionnaire **Dear respondent**

I am Merilyn Shumba, a postgraduate MBA student with University of Zimbabwe. I am doing a study on the impact of authentic leadership on job satisfaction in the banking sector. This research is being carried out in partial fulfilment of the requirements of the aforementioned degree programme. I assure your responses shall be kept private and confidential and are going to be used exclusively for academic purposes. Through this study the effect of authentic leadership on job satisfaction shall be explored and new knowledge generated. I will appreciate very well if you can complete the questionnaire and have it ready for collection by 12:00 am on 12 December 2019. For queries to do with the questionnaire, do not hesitate to contact me on 0772304288.

INSTRUCTIONS

- 1 Do not write your names on the questionnaire
- 2 For any query contact me on 0772304288

3 For section B to E, tick the most appropriate option based on the 5 point Likert scale using the key indicated below.

(5) Strongly agreed

(4) Agreed

(3) Not sure

(2) Disagreed

(1) Strongly disagreed

4 For section G and H fill in the spaces provided the required information.

SECTION A: DEMOGRAPHIC DATA

Please complete this section by ticking the appropriate box.

Gender: Male Female

Indicate your department: -----

Indicate your branch:-----

Indicate your bank:-----

What is your highest academic qualification?

O' Level Diploma Degree Post graduate

How long have you been working in this organisation?

Less than 1 year	
1 to 2 years	
2 to 4 years	
4 to 6 years	
More than 6 years	

How long have you been working in your current post?

Less than 1 year	
1 to 2 years	
2 to 4 years	
4 to 6 years	
More than 6 years	

How long have you been working with your current supervisor?

Less than 1 year	
1 to 2 years	
2 to 4 years	
4 to 6 years	
More than 6 years	

SECTION B: EXTENT OF AUTHENTIC PRACTICES IN THE COMMERCIAL BANKING SECTOR OF ZIMBABWE.

	1	2	3	4	5
Self-awareness					
My leader describes accurately the way that others view his/her abilities					
My leader shows that he/she understands his/her strengths and weaknesses					
My leader is clearly aware of the impact he/she has on others					
Relational transparency					
My leader clearly states what he/she means					
My leader openly shares information with others					
My leader expresses his/her ideas and thoughts clearly to others					
Balanced processing					
My leader asks for ideas that challenge his/her core beliefs					
My leader carefully listens to alternative perspectives before reaching a conclusion					
My leader objectively analyzes relevant data before making a decision					
My leader encourages others to voice opposing points of view					
Internalized moral perspective					
My leader shows consistency between his/her beliefs and actions					
My leader uses his/her core beliefs to make decisions					
My leader resists pressures on him/her to do things contrary to his/her beliefs					
My leader is guided in his/her actions by internal moral standards					

SECTION C: EMPLOYEE SATISFACTION IN COMMERCIAL BANKS OF ZIMBABWE

	1	2	3	4	5
My supervisor praises good work					
My supervisor is supportive					
I am contented with the bank					
I am satisfied with how the company treats employees					
My Job is pleasant					
My job is boring					
My duties are exciting					
I am satisfied with the amount of salary that i earn					
I am happy working in the company					

SECTION D: STRATEGIES TO IMPROVE AUTHENTIC LEADERSHIP IN THE COMMERCIAL BANKING INDUSTRY.

Identify ways in which authentic leadership can be improved in the banking sector-----

Thank you for taking your valuable time to answer this questionnaire.

Adapted from: Neider, L. L, & Schriesheim, C. A. (2011). The authentic leadership inventory (ALI):

Development and empirical tests. *The Leadership Quarterly*, 22, 1146–1164. doi: 10.1016/j.leaqua.2011.09.008

APPENDIX 2

INTERVIEW GUIDE FOR MANAGERS OF THE BANKS, RBZ & IOD OFFICIAL

- 1) What is authentic leadership?
- 2) Is it practiced in the banking sector of Zimbabwe?
- 3) What is the extent of authentic practices in the Commercial Banking sector of Zimbabwe.?
- 4) What is the gap between authentic leadership practices and the actual leadership practices in the industry?
- 5) What is relationship between authentic leadership practices and employee satisfaction?
- 6) How can authentic leadership be improved in the banking sector of Zimbabwe?

APPENDIX 3

GSM RESEARCH LETTER



GRADUATE SCHOOL OF MANAGEMENT

UNIVERSITY OF ZIMBABWE

Ground Floor TREP Building
UZ Main Campus

Mt Pleasant
Harare, Zimbabwe
Email: info.uzgsm@gmail.com

Tel: 0240-333522

27th January 2020

TO WHOM IT MAY CONCERN

RE: ACADEMIC RESEARCH LETTER FOR MS MERILYN SHUMBA (R1712210)

This letter serves to confirm that Ms Shumba is a bona fide Master of Business Administration (MBA) student at the Graduate School of Management, University of Zimbabwe. She is carrying out a research in partial fulfillment of the requirements of the MBA degree programme.

We kindly request you to provide her with the information she needs, and only aggregated data will be used in the final analysis. Please note that the Graduate School of Management upholds high levels of confidentiality and ethical standards in conducting research, therefore, the information you provide will be used for academic purposes only and will not be disclosed to third parties.

Thank you.

A handwritten signature in black ink, appearing to be 'W. Mkumbuzi'.

DR W. MKUMBUZI
DIRECTOR, GRADUATE SCHOOL OF MANAGEMENT
/fg

