



## Task Oriented Leadership and Employee Job Satisfaction in Public Development Finance Institutions in Kenya

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### Abstract

Leadership style is a critical determinant of employee job satisfaction, yet findings on task-oriented leadership vary across contexts. This study investigated the influence of task-oriented leadership on employee job satisfaction in Kenya's public development finance institutions (DFIs), a context underrepresented in existing literature. The study adopted the positivism research philosophy and cause and effect research design. The population was 1,738 operational and middle-level managers from the seven public DFIs in Kenya. A sample size of 326 was drawn using proportionate stratified and simple random sampling techniques. Primary data was collected using a semi-structured questionnaire. Linear regression analysis was used to test the hypotheses. Data presentation was done using tables. A response rate of 90.5 percent was obtained. The research findings showed that visioning had a positive and statistically significant influence on employee job satisfaction in the public development finance institutions in Kenya ( $R^2 = .248$ ,  $\beta = .441$ ,  $t(293) = 9.820$ ,  $p = .000$ ). Similarly, goal setting had a positive and statistically significant influence on employee job satisfaction in public development finance institutions in Kenya ( $R^2 = .310$ ,  $\beta = .496$ ,  $t(293) = 11.467$ ,  $p = .000$ ). Leading had a positive and statistically significant influence on employee job satisfaction in the public development finance institutions in Kenya ( $R^2 = .285$ ,  $\beta = .462$ ,  $t(293) = 10.800$ ,  $p = .000$ ). This study concluded visioning, goal setting, and leading statistically and significantly influenced employee job satisfaction in public development finance institutions in Kenya. This study recommends that leaders in development finance institutions should improve employee job satisfaction through setting clear and achievable goals, structured processes, and valuing their subordinates over tasks.

**Keywords:** Public Development Institutions, Task Oriented Leadership, Employee Job Satisfaction

## **Introduction**

Scholars have identified leadership style as one of the factors that contribute to employee job satisfaction in an organization. Gašková (2020) posit that task-oriented leaders make sure that team members know what is expected of them, and how to do it. Chin, Yong, and Lee (2022) believed that task-oriented leaders possess several attributes that enhance productivity, job satisfaction, and sustainability. They reward subordinates with contingent incentives and honor their promises when they have successfully fulfilled organizational commitments, which boosts their job satisfaction and commitment (Jayadi & Ekawati, 2023). In addition, task-oriented leaders are characterized by agreeableness and conscientiousness that are moderated by a dynamic working environment. By setting clear expectations and rewarding employees for meeting expectations, they often create a structured and predictable work environment that yields high job satisfaction, as employees feel that their efforts are acknowledged and rewarded (Aljumah, 2023).

Task-oriented leadership is a construct of servant leadership theory developed by Page & Wong (2000). Task-oriented leadership according to Page and Wong (2000) is a leadership style that is concerned with achieving productivity and success, focusing on the leader's tasks and skills necessary for success and it entails visioning, goal setting, and leading. Task-oriented leadership is also known as transactional leadership and is principally concerned with the accomplishment of tasks and the achievement of goals (Ramzan & Khurram, 2023). The primary focus of task-oriented leadership is on the efficient execution of tasks, adherence to organizational rules, and achievement of performance objectives. The leader ensures that people, equipment, and other resources are efficiently used to accomplish objectives.

Task-oriented leadership is a leadership style that focuses on outcomes and goals. Ogunode, Olowonefa, and Ayoko (2023) argued that task-oriented leadership is an approach characterized by a strong focus on achieving goals, maintaining efficiency, and ensuring tasks are completed effectively. Leaders who adopt this style emphasize clear direction, structured processes, and measurable outcomes (Halliwell, Mitchell, & Boyle, 2021). In the context of public development finance institutions in Kenya, where the dual mandate of financial success, and socio-economic development is vital, task-oriented leadership is crucial for ensuring effective resource allocation and goal attainment. In this study, task-oriented leadership was measured through three constructs: visioning, goal setting, and leading.

## **Statement of the Problem**

While there are several studies that have been done on task-oriented leadership and employee job satisfaction, the findings vary. Tortorella, Prashar, Antony, Mac, Vassolo, and Sony (2023) focused on the effect of task-oriented leadership on employee satisfaction in Argentina and revealed that task-oriented leadership positively influenced employee job satisfaction. In a study by Huynh & Hua (2020) on the relationship between task-oriented leadership style, psychological capital, job satisfaction, and organizational commitment in small and medium-sized enterprises in Vietnam, the scholars found that the task-oriented leadership style had a positive influence on organizational commitment, limited job satisfaction and no obvious association with the psychological capital of employees.

A study by Jayadi and Ekawati (2023) on the effect of motivation and task-oriented leadership style on employee job satisfaction at a Cable Company in Indonesia found out that task-oriented leadership style had a positive and significant effect on employee job satisfaction. The studies however present contextual gaps as they were conducted in

Argentina, Vietnam, and Indonesia whose social and economic settings are different from Kenya where the current study was conducted. Therefore, this study sought to bridge this contextual gap by examining this relationship within the unique socio-economic and operational environment of Kenya's public DFIs. Accordingly, due to the differences in socio-economic and political environment and the public sector policies used in Kenya, the findings of these studies may not be applicable to the Kenyan context. Further, while these studies were conducted in Vietnam and Indonesia, scholars advance that carrying out similar research based on other national and regional contexts would contribute to the key area of research and add knowledge, especially nonwestern setting (Genc, 2020). In Kenya, studies have mainly focused on transformational leadership and employee job satisfaction (Budur, 2020; Gathuri, 2020; Kariuki, 2022) To fill this literature gap, this research study sought to determine how task-oriented leadership influences employee job satisfaction in public DFIs in Kenya.

### **The purpose of the study**

The purpose of this study was to determine the influence of task-oriented leadership on employee job satisfaction in public development finance institutions in Kenya

### **Research Questions**

- 1.How does visioning influence employee job satisfaction in public development finance institutions in Kenya?
- 2.To what extent does goal setting influence employee job satisfaction in public development finance institutions in Kenya?
- 3.How does leading influence employee job satisfaction in public development finance institutions in Kenya?

### **Research Hypotheses**

- H<sub>1</sub>:** Visioning does not statistically and significantly influence job satisfaction among employees in public development finance institutions in Kenya.
- H<sub>2</sub>:** Goal setting does not statistically significantly influence job satisfaction among employees in public development finance institutions in Kenya.
- H<sub>3</sub>:** Leading does not statistically significantly influence job satisfaction among employees in public development finance institutions in Kenya.

### **Literature Review**

The writings of Greenleaf (1970) gave rise to the servant leadership theory. This study adopted servant leadership theory as conceptualized by Page & Wong (2000) where task-oriented leadership is one of the servant leadership dimensions. According to Calder, He, and Stemthal (2023) a theoretical framework can be thought of as a guide or roadmap for future study. Composed of theoretical ideas, constructions, concepts, and tenets, it is the backbone of the field. Task-oriented leadership according to Page and Wong (2000), is a leadership style that is concerned with achieving the goals and objectives of the organization. The concept of servant leadership is based on the idea that the objectives of an organization may be attained over the course of time by concentrating on the personal growth, advancement, and overall happiness of each individual follower. While several conceptual and theoretical models of servant leadership have been proposed, including those by Bilal, Siddiquei, Asadullah, Awan, and Asmi (2021), Turner (2022) and Setiawan and Irawanto (2022), this study aligns with Greenleaf's (1970) foundational perspective due to its focus on the

humanitarian and practical application of servant leadership dimensions. This approach is particularly relevant for public development finance institutions in Kenya where fostering

employee job satisfaction through a service-oriented leadership model is essential for organizations' success.

Employee job satisfaction refers to the overall contentment, fulfillment, and positive emotional state that employees experience in relation to their work and the organization (Pancasila, Harnoyo, & Sulisty, 2020). It encompasses a range of factors, including the alignment of job responsibilities with personal values, a sense of accomplishment, opportunities for growth, work-life balance, perceptions of fair treatment, and compensation (Faradila, Heksarini & Darma, 2020). In the context of public development finance institutions in Kenya where the mission involves both financial success and socio economic development, employee job satisfaction becomes a crucial metric. Satisfied employees are more likely to be engaged, motivated, and committed to contributing effectively to the institution's dual objectives (Belias & Koustelios, 2019). In this study job satisfaction was measured through three constructs namely organizational commitment, absenteeism and turnover intentions.

Visioning involves leaders creating a clear and inspiring vision of the institution's future direction and goals (Korzynski, Kozminski, Baczynska & Haenlein, 2021). Leaders who emphasize visioning help employees understand the larger purpose and significance of their work (Baloyi, Van Waveren & Chan, 2019). In development finance institutions, visioning aligns with the institution's socio-economic objectives enabling them to see the influence of their efforts on the larger community. When employees are connected to a compelling vision, their job satisfaction increases as they perceive their work as meaningful and contributing to broader developmental goals (Vongariyajit & Kantabutra, 2021). In past studies, visioning has been measured using both qualitative and quantitative methods. Common approaches include self-report surveys, where employees rate clarity, relevance, and inspiration of the vision communicated by their leaders (Korzynski et al., 2021). Visioning has also been measured through interviews and focus groups where employees share their perceptions of the leader's vision and how it aligns with their personal and professional objectives (Baloyi et al., 2019). In this study, visioning was measured using a Likert-scale questionnaire that assessed employees' perceptions of their leaders' ability to communicate a clear, inspiring, and relevant vision for the organization. To analyze the data, descriptive statistics, correlation analysis, linear regression analysis and inferential statistics were applied.

A study done in Switzerland by Tajeddini and Trueman (2019) examined the relationship between visionary leadership, organizational citizenship behavior (OCB), and employee job satisfaction, and the moderating effect of employee tenure on these relationships. The study found that visioning had a positive influence on employee job satisfaction and organizational citizenship behavior and employee tenure moderated the relationship between visionary leadership and organizational citizenship behavior. Onyishi, Eze, and Ugwu (2019) in their study on the relationship between visionary leadership, employee creativity, and employee job satisfaction in Nigeria found that that visionary leadership had a positive effect on both employee creativity and employee job satisfaction. The literature review highlights studies focusing on visionary leadership and its influence on employee job satisfaction. While these studies contribute valuable insights, several gaps emerge. There are geographical gaps as most of the studies were conducted in specific regions like Switzerland and Nigeria. This raises concerns on the generalizability of the findings to other cultural and organizational contexts particularly in regions not represented in the literature such as Kenya.

Goal setting entails leaders defining specific, measurable, achievable, relevant, and time-bound (SMART) objectives that guide employees' efforts (Tolici, 2021). Leaders who prioritize goal setting to provide clarity and direction ensure that employees understand their responsibilities and the expectations for success (Brown, Hill, & Lorinkova, 2021). In the context of

development finance institutions in Kenya, goal setting is vital for achieving both financial and developmental objectives. In past studies, goal setting has been measured using surveys and questionnaires that assess the clarity, specificity, and alignment of the goals set by leaders, as well as employees' perceptions of how these goals guide their daily tasks and performance (Elli, 2022). In this study, goal setting was measured by evaluating employees' perceptions of their leaders' ability to set clear and achievable goals that are aligned with the institution's mission. For data analysis, descriptive statistics, correlation analysis, linear regression analysis and inferential statistics were applied. By applying these methods, the study aimed to demonstrate how effective goal-setting by leaders influences employees' sense of achievement, job satisfaction, and motivation.

In a study to investigate the influence of goal setting on employee job satisfaction among hotel employees in Iran and the mediating role of psychological empowerment in this relationship by Moeinzadeh and Kordnaeij, (2021) which found a positive influence of goal setting on employee job satisfaction. Other studies that link goal setting with employee job satisfaction include the study by Akinyele and Uyiekpen (2019) who found that goal setting had a positive effect on employee job satisfaction and employee performance. Another study by Munir, Khan, and Farooq (2019) established that goal setting had a significant positive effect on employee job satisfaction and organizational performance through several means such as setting clear and achievable goals. Effective goal setting enables employees to understand what is expected of them and provides a road map for their efforts. The literature on goal setting particularly within the context of task-oriented leadership and its effect on employee job satisfaction across various industries, and cultural settings reveal several gaps. There are methodological, conceptual, and contextual gaps. The current study in the context of public development finance institutions in Kenya has sought to address these gaps by employing a more comprehensive research design. This study has contributed to a deeper understanding of the complexities surrounding goal setting, employee job satisfaction, and their interplay within the unique context of public development finance institutions in Kenya.

Leading involves leaders taking charge, making decisions, and providing direction to ensure tasks are executed efficiently (Tanova & Alafeshat, 2019). Leaders who effectively lead establish a structured work environment where roles and responsibilities are clearly defined (Chelimo, 2022). In public development finance institutions, leading ensures that resources are allocated strategically to drive both financial and developmental goals. In past studies, leading has been measured using self-report surveys, which assess the extent to which leaders provide clear direction, make decisive choices, and structure tasks to promote efficiency (Tanova & Alafeshat, 2019). These measures often include Likert-scale items that evaluate employees' perceptions of how leaders communicate expectations, guide task execution, and allocate resources. Studies have also used performance metrics to assess how effective leadership influences task completion and employee job satisfaction (Chelimo, 2022). In this study, leading was measured through a set of questions focused on employees' perceptions of their leaders' ability to provide direction, manage resources, and structure the work environment. The focus was on how leadership practices related to guiding and structuring tasks improve job satisfaction and engagement within the organizations. To analyze the data, descriptive statistics and regression analysis were applied.

Effective leaders establish a structured work environment where roles and responsibilities are clearly defined (Mefi & Asoba, 2020). The leader must have excellent communication skills as effective communication is vital in motivating followers to achieve their goals. Duan and Liu (2019) in their study aimed to investigate the effect of servant leadership on employee job satisfaction, considering the mediating role of empowerment and trust in leader at the



individual and group levels in various organizations in China. The study results showed that leading had a positive effect on employee job satisfaction and this effect was partially mediated by empowerment and trust in the leader at the individual level.

In the context of public development finance institutions in Kenya this study sought to address these gaps by providing a more comprehensive examination of task-oriented leadership and its three dimensions (visioning, goal setting, leading). Specifically, it sought to bridge the geographical gap by focusing on a region not extensively studied in the existing literature thus broadening the understanding of leadership across diverse cultural contexts. Methodologically, the study sought to overcome limitations by employing cause and effect research design allowing for a richer understanding of the task-oriented leadership dimension. It is important to note that through the reviewed studies there was a consistent finding of positive and significant relationship between the key variables of task-oriented leadership dimensions i.e visioning, goal setting and leading and employee job satisfaction.

## **Methodology**

This research study employed positivism research philosophy and cause and effect research design. The target population was 1738 employees working within the positions of middle and operational level management in the seven public DFIs in Kenya. The sampling method for this study was proportionate stratified and simple random sampling method. Yamane (1967) sample size formula was employed to determine the size of the sample, which resulted in a sample size of 326. Data was collected using a semi structured questionnaire consisting of a Likert scale of 1 to 5, with 1 denoting strongly disagree and 5 denoting strongly agree. A pilot study was conducted to test the reliability and validity of the questionnaire before applying the questionnaire for data collection. Data analysis was done using descriptive statistics, correlation analysis, linear regression analysis and inferential statistics.

## **Results and Findings**

This study being quantitative in nature, employed techniques that converted data collected to numerical form before subjecting them to statistical analyses. Quantitative analysis techniques included tables, descriptive statistics, correlation analysis, linear regression analysis, and these enabled presentation, description, and assessment of relationships. A response rate of 90.5% was achieved. As part of the general information, the findings indicated that 29.9% of the participants had served in their development finance institution for over 15 years, while 26.1% indicated having served for 11-15 years. In addition, most of the middle level managers in public development finance institutions (55.3%) had an undergraduate degree while 40.7% had a master's degree. The level of education and length of service of employees would influence the nature and style of leadership in public DFIs in Kenya

Employee job satisfaction in this study was the dependent variable and was measured using three constructs which were employee organizational commitment, absenteeism, and employee turnover intentions. On employee organizational commitment, respondents agreed with most of the statements; 'employees feel obliged to put in extra' (Mean=3.84,SD=0.928);

'employees identify with the organization' (Mean=3.83,SD=0.921); 'leaders put high priority on the growth of employees' (Mean=3.84,SD=0.950); 'employees go beyond what is expected' (Mean=3.73,SD= 0.971); and that 'employees are emotionally committed to the organization' (Mean=3.83,SD =0.912). For absenteeism, respondents agreed with most of the statements; 'leaders foster an environment where employees feel valued' (Mean=3.83,SD=0.812); 'leaders desire to understand and learn about their employees' (Mean=3.73,SD=0.922); 'provide an atmosphere of belonging and purpose to employees'

(Mean=3.73,SD=0.945) ; and that ‘there are few cases of work-related stress’ (Mean=3.84,SD=0.912). On employee turnover intentions respondents agreed with most of the statements; ‘leaders create an environment where employees trust one another’(Mean=3.83, SD=1.052); ‘leaders create an environment where employees support one another’(Mean=3.87, SD=1.011); ‘leaders create an environment where employees help one another,(Mean=3.84,SD 0.982). However, respondents did not agree with the statement ‘there is a high number of employees leaving the organization’ (Mean=3.83,SD=1.138) and that ‘organization employees are frustrated by unengaging work conditions’ (Mean=3.83,SD=0.974).

The study used the three constructs of task-oriented dimension that comprised of visioning, goal setting, and leading to measure their influence on employee job satisfaction. On visioning, respondents agreed with most of the statements; ‘leaders create a shared sense of purpose and direction’ (Mean=4.21,SD=0.976); ‘leaders communicate the benefits of achieving organization goals’ Mean=4.19 SD = 0.991); ‘leaders encourage employees to set achievable goals’ (Mean= 4.05,SD=1.101); ‘leaders have defined a future state that aligns with the organization mission and goals’ (Mean=4.07,SD=1.002); and that leaders articulate a clear and compelling vision for the organization’ (Mean=4.05,SD=0.922). For goal setting, respondents agreed with most of the statements; ‘there are defined and established objectives that align with the mission and vision of the organization’ (Mean=4.05,SD=0.923); ‘leaders make necessary adjustments to achieve set goals’ (Mean=4.07,SD=0.892); ‘leaders celebrate the success of achieving goals’ (Mean= 4.02,SD=0.974); ‘there is a culture of accountability for all employees’ (Mean=4.05,SD=1.002); and that ‘leaders provide mutual support to employees towards achieving set targets’ (Mean= 4.09,SD=0.881). For leading respondents agreed with most of the statements; ‘leaders are good role models’ (Mean=4.03,SD=1.010); ‘leaders guide employees towards achieving common goals’ (Mean =4.07,SD=0.902); ‘leaders have effective communication skills, (Mean=4.05,SD=0.881); ‘leaders empower employees through delegation of responsibilities’ (Mean=4.01,SD=0.874); and that ‘leaders influence employees by achieving common goals’ (Mean= 4.05,SD=1.100).

The correlation analysis showed that the visioning dimension had a strong positive and statistically significant relationship with employee job satisfaction of 0.779,  $p = .000 < 0.05$ , suggesting that leaders who are effective in creating and communicating a clear vision tend to foster higher levels of employee job satisfaction. Goal setting dimension had a strong positive and statistically significant relationship with employee job satisfaction of 0.749,  $p = .000 < 0.05$ , suggesting that in organizations where there are effective, defined and established objectives that align with the mission and vision of the organization there are higher levels of employee job satisfaction. Similarly, the leading dimension had a strong positive and statistically significant relationship with employee job satisfaction of 0.757,  $p = .000 < 0.05$ , suggesting that leaders who are good role models and guide employees towards achieving common goals tend to foster higher levels of employee job satisfaction. Due to the high correlations between independent variables, the dimensions were analyzed separately to understand their unique contributions, avoiding the multicollinearity that would plague a multiple regression model.

***Correlation Analysis Between Task Oriented Leadership Dimensions and Employee Job Satisfaction***

		<b>Visioning</b>	<b>Goal setting</b>	<b>Leading</b>	<b>Job Satisfaction</b>
Visioning	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	295			
Goal setting	Pearson Correlation	.962**	1		
	Sig. (2-tailed)	.000			
	N	295	295		
Leading	Pearson Correlation	.966**	.930**	1	
	Sig. (2-tailed)	.000	.000		
	N	295	295	295	
Job Satisfaction	Pearson Correlation	.779**	.749**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	295	295	295	295

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

Before fitting the regression model, preliminary tests for assumptions of regression were conducted. The results showed that the assumptions of normality and linearity were not violated, and that there was homoscedasticity in the variance of the errors of the regression model.

**Table 2**  
**Model Summary for Linear Relationship Between Visioning and Employee Job Satisfaction**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.498 <sup>a</sup>	.248	.245	.7139

a. Predictors: (Constant), Visioning

The R-squared between visioning and employee job satisfaction in public development finance institutions in Kenya was 0.248. This indicates that visioning can explain 24.8% of employee job satisfaction in public development finance institutions in Kenya. This further implies that 75.2% of employee job satisfaction in public development finance institutions in Kenya is accounted for by other factors not considered in the model, and error term.



**Table 3*****Regression ANOVA for Linear Relationship Between Visioning and Employee Job Satisfaction***

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.149	1	49.149	96.432	.000 <sup>b</sup>
	Residual	149.333	293	.510		
	Total	198.482	294			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Visioning

The F-calculated (96.432) was higher than the F-critical (3.871), and the p-value (0.000) was less than the significance threshold (0.05). This indicates that the model fits the data well.

**Table 4*****Regression Coefficients for Visioning and Employee Job Satisfaction***

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.030	.187		10.877	.000
	Visioning	.441	.045	.498	9.820	.000

a. Dependent Variable: Job Satisfaction

The regression coefficient presented in Table 4 indicates that visioning statistically and significantly influences employee job satisfaction in Kenya's public development finance institutions satisfaction ( $\beta = .441$ ,  $t(293) = 9.820$ ,  $p = .000$ ). Thus, the null hypothesis of the study,  $H_0$  Visioning does not statistically and significantly influence job satisfaction among employees in public development finance institutions in Kenya was rejected.

**Table 5*****Model Summary for Linear Relationship Between Goal Setting and Employee Job Satisfaction***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 <sup>a</sup>	.310	.307	.6838

a. Predictors: (Constant), Goal setting

The R-squared between goal setting and employee job satisfaction in public development finance institutions in Kenya was 0.310 This indicates that goal can explain 31% of employee job satisfaction in public development finance institutions in Kenya. This further implies that 69% of employee job satisfaction in public development finance institutions in Kenya is accounted for by other factors not considered in the model and error term.

**Table 6**  
**Regression ANOVA for Linear Relationship Between Goal Setting and Employee Job Satisfaction**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.485	1	61.485	131.501	.000 <sup>b</sup>
	Residual	136.997	293	.468		
	Total	198.482	294			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Goal setting

The F-calculated (131.501) was higher than the F-critical (3.871), and the p-value (0.000) was less than the significance threshold (0.05). This indicates that the model fits the data well. The null hypothesis was therefore rejected and thus the conclusion that goal setting significantly influenced job satisfaction among employees in public development finance institutions in Kenya.

**Table 7**  
**Regression Coefficients for Goal Setting and Employee Job Satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.795	.181		9.936	.000
	Goal setting	.496	.043	.557	11.467	.000

a. Dependent Variable: Job Satisfaction

The regression coefficient presented in Table 7 indicates that goal setting statistically and significantly influences employee job satisfaction in Kenya's public development finance institutions satisfaction ( $\beta = .496$ ,  $t(293) = 11.467$ ,  $p = .000$ ). Thus, the null hypothesis of the study,  $H_0$  Goal setting does not statistically and significantly influence job satisfaction among employees in public development finance institutions in Kenya was rejected.

**Table 8**  
**Model Summary for Linear Relationship Between Leading and Employee Job Satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 <sup>a</sup>	.285	.282	.6961

a. Predictors: (Constant), Goal setting

The R-squared between leading and employee job satisfaction in public development finance institutions in Kenya was 0.285 This indicates that leading can explain 28.5% of employee job satisfaction in public development finance institutions in Kenya. This further implies that 71.5% of employee job satisfaction in public development finance institutions in Kenya is accounted for by other factors not considered in the model, and error term.

**Table 9*****Regression ANOVA for Linear Relationship Between Leading and Employee Job Satisfaction***

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	56.513	1	56.513	116.634	.000 <sup>b</sup>
	Residual	141.969	293	.485		
	Total	198.482	294			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Leading

The F-calculated (16.634) was higher than the F-critical (3.871), and the p-value (0.000) was less than the significance threshold (0.05). This indicates that the model fits the data well.

**Table 10*****Regression Coefficients for Leading and Employee Job Satisfaction***

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	2.014	.172		11.728	.000
	Leading	.462	.043	.534	10.800	.000

a. Dependent Variable: Job Satisfaction

The regression coefficient presented in Table 10 indicates that leading statistically and significantly influences employee job satisfaction in Kenya's public development finance institutions satisfaction ( $\beta = .462$ ,  $t(293) = 10.800$ ,  $p < .05$ ). Thus, the null hypothesis of the study,  $H_0$  Leading does not statistically and significantly influence job satisfaction among employees in public development finance institutions in Kenya was rejected.

**Discussion**

This study involved the analysis of the sub-variables of task-oriented leadership dimension of servant leadership. These sub-variables included visioning, goal setting, and leading. According to the results visioning had a positive and statistically significant influence on employee job satisfaction in public DFIs. Goal setting had a positive and statistically significant influence on employee job satisfaction in public DFIs in Kenya. Leading had a positive and significant influence on employee job satisfaction in the public DFIs.

These results are supported by the findings of Slåtten, Mutonyi, and Lien (2021) who examined whether organization's vision is important and found that integrating organization's vision among employees is directly and positively related to the performance in their respective work role and job satisfaction. This is because employees who understand the direction and future goals of the organization are more likely to feel aligned with their roles, resulting in greater satisfaction at work. The findings are also backed by Joseph and Kibera (2019) who provided evidence that leaders who communicate a clear and compelling vision for the future significantly enhance employee job satisfaction. Nevertheless, Zhan, Sun, and Ma (2024) study contradicted these findings as the researchers believed that visionary leadership majorly provide support to employees with high workloads and low personal initiative.

Goal setting had a positive and statistically significant influence on employee job satisfaction. Leading as a dimension of task-oriented leadership had a positive and statistically significant influence on employee job satisfaction. These results correspond to Dzebo, Shawoo, and Kwamboka (2020) study who found that focusing on achieving measurable outcomes had a positive influence on employee job satisfaction. The structured environment provided by task-oriented leadership may reduce role ambiguity in complex public-sector roles, thereby increasing employee job satisfaction. However, these findings are contradicted by Ramzan and Khurram (2023), who argued that excessive emphasis on task performance engenders a work environment with limited flexibility would hinder creative problem-solving and decrease job satisfaction. Similarly, Dong (2023) criticized goal setting and leading that they create dependency on the leader, limiting the employees' ability to grow and develop autonomously. In addition, the researcher believed that over-dependence on transactional leaders may hamper employee job satisfaction, organizational development, and innovation.

Correlation analysis also showed that visioning positively and statistically significantly correlated with employee job satisfaction. This finding is supported by Tajeddini and Trueman (2019) study that found a positive correlation between visionary leadership and employee job satisfaction. In addition, goal setting had a positive statistically significant correlation with employee job satisfaction. Fayyaz, Naheed, and Hasan (2014) findings indicated a strong, positive and significant association between goal setting and employee job satisfaction. Similarly, the leading had a positive and statistically significant correlation with employee job satisfaction. These findings are backed by Shehzad, Davis, and Muhammad (2021) who found a positive correlation between leading and job satisfaction.

## **Conclusions**

Based on the findings of this study, the study concludes that it is important for public DFIs in Kenya to apply the aspects of task-oriented leadership dimension of servant leadership. Regarding the task-oriented leadership dimensions, the study revealed that visioning had a positive and statistically significant influence on employee job satisfaction. Similarly, goal setting had a positive and significant influence on employee job satisfaction. Further, leading had a positive and statistically significant influence on employee job satisfaction. The study concludes that the public development finance institutions in Kenya have a strong focus on achieving goals, there are clear and well-defined roles for all employees, they have efficient task execution and employees have a clear understanding of what is expected of them.

## **Recommendations**

The study recommends that task-oriented leaders in DFIs should articulate a clear and compelling vision that connects employees' daily tasks to the institution's developmental mission. Further, task-oriented leaders should implement clear, SMART goals to provide direction and a sense of achievement. Further, the study suggests that task-oriented leaders in DFIs should provide clear direction and structure through effective communication and decisive leadership. This will ensure that employees have a shared sense of purpose and direction. The task-oriented leaders should also encourage employees to set achievable goals and communicate the benefits of achieving organizations' goals.

This research study was conducted among public DFIs in Kenya and hence its findings may not be generalizable among other development finance institutions in Kenya. Therefore, the present study recommends further research on task-oriented leadership and employee job

satisfaction among other development finance institutions in Kenya. In addition, further study could also be conducted among state corporations, ministries, departments and government

agencies. Finally, this study found that task-oriented leadership could explain 60.3% of the employee job satisfaction among employees in public development institutions in Kenya. Future research could be conducted to investigate other factors that may influence employee job satisfaction in public development finance institutions in Kenya.

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