



Significance of the Gaining Perspective Dimension of Adaptive Leadership on Organizational Performance of Commercial Banks in Kenya

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Abstract

The study investigated the significance of the gaining perspective dimension of adaptive leadership on the performance of commercial banks in Kenya. The study was grounded on the Adaptive Leadership Theory and adopted the post-positivist research philosophy and descriptive research design. A mixed-method approach was used to conduct the investigation, adopting the census method due to the small size of the target population. The significance of gaining perspective was measured through the sub variables of reflection, collaboration and problem solving. The study population was 394 top-level managers based on the website records of each bank. Primary data was collected through self-administered online questionnaires, distributed and filled electronically. Thematic analysis was used to analyze qualitative data from the open-ended questions. Descriptive and inferential statistics were utilized in analyzing quantitative data with the help of the Statistical Package for Social Sciences (SPSS version 29). Inferential data analysis was done using the Pearson correlation coefficient, multiple linear regression analysis and stepwise regression analysis. The study results were presented using tables and figures. The correlation results revealed, $r(314)=0.860$, $p<0.001$. The model summary results showed that $R^2=0.245$ indicating that gaining perspective could be used to explain 24.5% of changes in performance of commercial banks in Kenya. The regression coefficient for gaining perspective returned coefficient values of $\beta = 0.386$, $t(314) = 3.979$, $p<0.001$ which was less than ($p<0.05$) set for the study. Thus, the null hypothesis was rejected implying that gaining perspective has a positive significance on the performance of commercial banks in Kenya. The study recommends that the management of commercial banks in Kenya should foster a culture of equipping their managers to navigate uncertainties effectively while maintaining performance over time. This can be achieved through continuous learning and adaptability. By encouraging employees at all levels to stay informed about industry trends, new technologies and evolving customer needs, banks can enhance their decision-making and responsiveness to market changes.

Keywords:

Gaining Perspective, Adaptive Leadership, Organizational Performance, Commercial Banks in Kenya.

Introduction

The success of any organization is based on the nature of its leadership style. The best leadership style is instrumental in the creation of a vision, mission, goals and strategies that are both adaptable to changes and are effective and efficient (Khath & Tan, 2024). This is attested to by various studies globally and locally in Kenya.

Khath and colleague, in their case study in the real estate industry in Cambodia established that five leadership styles (transformational, transactional, democratic, bureaucratic and servant leadership) were among the most effective in improving employee motivation. Further, Tong, Abdullah and Ma (2024), in a study that interrogated the Impact of Leadership Styles on the Organizational Performance of Vocational Colleges in Shandong China, concluded that a more participative and transformational style of leadership is what an organization needs in order to win in a rapidly changing landscape in terms of technology and the job market. In the face of this uncertain landscape and the complexities of the economy of the world, Nebiyu and Kassahun (2021) observed that the Adaptive Leadership capabilities were becoming very critical in the workplace.

Adaptive leadership is considered one of the most contemporary leadership styles ideal for navigating crises and volatile environments (Northouse, 2019). It is a leadership framework that emphasizes on the ability to navigate and lead effectively in complex and rapidly changing environments (Uhl-Bien & Arena, 2018). Adaptive leadership. It is particularly relevant in situations where there is no clear solution or established precedent for addressing a problem or challenge (Cucinotta & Vanelli, 2020). Adaptive leadership involves recognizing and mobilizing the collective intelligence and resources of a group or organization to address adaptive challenges, which are complex problems that require innovative thinking, learning and behavioural changes for both leaders and followers (Coleman, 2021).

Gaining perspective is the act of adaptive leaders stepping back in order to diagnose broader problems through reflection, collaboration and problem-solving (Sunderman, Headrick & McCain, 2020). On the other hand, organizational performance encompasses various dimensions, including financial performance, operational efficiency, customer satisfaction, employee engagement, innovation, and social responsibility (Coleman, 2021). It entails how well an organization performs in comparison to the set goals and objectives and ultimately determines the survival of the organization in whichever market it operates in (Cho and Lee, 2018).

Business, and specifically the banking industry has been characterized by uncertainty. This was exacerbated by Covid 19, which was declared a pandemic by the WHO on March 11th 2020 (Cucinotta & Vanelli, 2020). Klynveld Peat Marwick Goerdeler (KPMG), in their report on more than 350 financial services surveyed in America during the Covid 19 pandemic, predicted a change in working models by the banks to incorporate working remotely, automation, investment in employee training through up-skilling, re-skilling and a shift in leadership and management skills (KPMG, 2020).

Quoc Trung (2021) in his study on Vietnamese commercial banks suggested that the banking business was key to the country's economic financial health. The financial solidness of the banks could be deciphered by measuring the capital adequacy, asset and management quality, earnings, liquidity, and sensitivity to market risks. Additionally, Salih, Alsalihi and Abou-Moghli (2024) in their study within Jordan, observed that to achieve exemplary bank performance, the leaders should ensure that the customers are satisfied with the services offered and the employees remained committed and loyal to the organization. This would lead to easy identification of new opportunities and novel areas of investment.

In Kenya, a study by Tiriongo, Kiplangat and Mulindi (2022) in partnership with the Kenya Bankers Association (KBA) analyzed the state of the banking industry in 2022. The report acknowledged that there is dynamism in the regulatory environment that banks operate in, occasioned by the pandemic, elevated credit risk, rising inflation and volatilities in financial markets both domestically and globally. This forced banks to review their business models and delivery channels, accelerate digitization, source long-term funds and seek equity injections, while others have opted for mergers and acquisitions in a quest to create frameworks that would guarantee efficiency gains (Central Bank of Kenya, 2021). The centrality of the market risks, changing environment and employee commitment to harnessing better opportunities and performance form the backdrop of adaptive leadership in the banking sector in Kenya.

Statement of the Problem

Commercial banks play a crucial role in facilitating the allocation of economic resources (Ahmed, Kilika & Gakenia, 2022). Acting as intermediaries, they enable the flow of funds from savers to investors (Ahmed, Zhao & Faraz, 2020). The work environment is constantly evolving due to factors such as globalization, technological advancements and intense business competition (Kasuni, Mandere & Njeru, 2022). Some of the key challenges on performance that most commercial banks face include: skill deficiencies, ineffective leadership, and inadequate infrastructure and resources, and insufficient policy implementation. These factors collectively hinder the ability of banks to operate optimally and achieve desired outcomes.

The Central Bank of Kenya's Bank Supervision Annual Report (2023a) highlights a concerning decline in the financial performance of commercial banks. Specifically, profit before tax declined by 8.8%, from Kshs 240.4 billion in December 2022 to Kshs 219.2 billion in December 2023, primarily due to rising operating expenses. Furthermore, in 2023, the acquisition of several Tier 3 banks highlighted the growing necessity for creating synergies through mergers and acquisitions, as well as the imperative for leaders to adapt business models to remain resilient in an increasingly turbulent economic environment (CBK, 2023).

To address these challenges, Adaptive leadership style has been considered by various scholars as an appropriate leadership in uncertain situations (Northouse, 2019). Through adaptive leadership, commercial banks can develop a responsive decision-making process that allows them to quickly adapt to changing market conditions, regulatory requirements, and economic challenges (Kumar & Sharma, 2018). Moreover, there have been endeavors to enhance operations such as the adoption of digital banking systems and implementing structural changes in top leadership positions (Muhindi & Ngaba, 2018). This digitalization requires leaders to think and lead differently.

Despite these efforts, the overall performance of numerous commercial banks in Kenya remains comparatively low against their global counterparts (Nyakomitta, 2021). Several studies have examined how leadership influences the performance of commercial banks in Kenya (Nyakomitta, 2021; Wamburu, Nyambegera & Kibet., 2022; Odindo, K'aol & Njenga, 2023). These studies revealed that leadership contributed positively to changes in organizational performance and recommended that future studies explore leadership practices that would account for the performance of financial services providers. In addition, several studies outline the absence of empirical research on the relationship between adaptive leadership and organizational performance (Chughtai, Syed, Naseer & Chinchilla., 2024; Abukalusa & Oosthuizen, 2025; Wamburu et al., 2022). Moreover, there was the need to expand the research to cover different levels of management, warranting the current research in the banking sector. To fill the highlighted gaps, the current study seeks to determine the significance of gaining perspective dimension of adaptive leadership on the performance of commercial banks in Kenya.

Research Objective

The research objective of the study was to determine the significance of gaining perspective dimension of adaptive leadership on the performance of commercial banks in Kenya.

Research Question

What is the significance of gaining perspective dimension of adaptive leadership on the performance of commercial banks in Kenya?

Theoretical Review

The Adaptive Leadership Model is a leadership framework developed by Ronald Heifetz in 1994 (Heifetz, 1994). It is designed to address complex and dynamic challenges that organizations face in an ever-changing environment. Adaptive Leadership Theory (ALT) advocates for a more distributed form of leadership, where power and responsibility is shared (Sott & Bender, 2025). The adaptive leader fully involves the workers in the navigation of the complex and ambiguous environment (Nöthel, Nübold, Uitdewilligen, Schepers & Hülshager, 2023). The adaptive leader encourages the employees to adapt a forward-looking approach that anticipates challenges and proactively prepare adaptive solutions to tackle them. This is because adaptive challenges have no known solution, are disruptive to the status, and mostly lead to a shift in priorities (Seibel, Kaufman, Cletzer & Elliott-Engel, 2023).

Northouse (2019) perceives ALT to comprise challenges dictated by situations, the behaviour of the leader, and adaptive work that result in new ways of working in an organization. In addition, the theory proposes the following key tenets: distinction between technical and adaptive challenges; the adaptive leader gaining a broader perspective by stepping back in order to have a holistic view of the organization; emphasis on innovation and experimentation; employee empowerment; and regulating distress (Abukalusa & Oosthuizen, 2025).

Adaptive Leadership Theory describes “getting on the balcony” as the ability of a leader to step back from ongoing activities, observe events and patterns, and interpret them in order to design appropriate interventions. This gives the leader a bigger picture of the organization and a sense of clarity and reality. (Northouse, 2019; McKimm, Ramani, Forrest, Bishop, Findyartini, Mills & Radu, 2022). This practice enables leaders to reflect and develop the capacity to shift between their current roles and new perspectives, a skill that is essential given the complexity and dynamic nature of adaptive change (Heifetz & Laurie, 1997).

Among the criticism of ALT are the lack of clear conceptualization, insufficient empirical support and need for additional refinement especially as regards organizational performance (Glover, Friedman & Jones, 2002; Northouse, 2019; Wamburu et al., 2022; Odindo, K’aol & Njenga, 2023; Seibel et al., 2023).

Conceptual Review

The ALT has three key components: situational challenges; leadership behaviours, and adaptive work. In this study, the get-on-the-balcony leadership behaviour is measured through the gaining perspective variable, which has three sub-variables of reflection, collaboration, and problem solving.

The conceptual framework for this study is as depicted in Figure 1 and shows the relationship between the gaining perspective (Independent variable) and the Organizational Performance (dependent variable) together with their respective sub-variables. Ologunbe and Taiwo (2023), as well as Saunders, Lewis and Thornhill (2019), underscore the significance of

measuring study variables, emphasizing that measurement allows for the quantification of facts. Hair, Risher, Sarstedt and Ringle (2019) suggested that, each construct should be assessed using a minimum of two indicators to mitigate identification issues. This study operationalized

both independent and dependent variables using three indicators to build on precision and validity of the study, in line with best practice in research methodology.

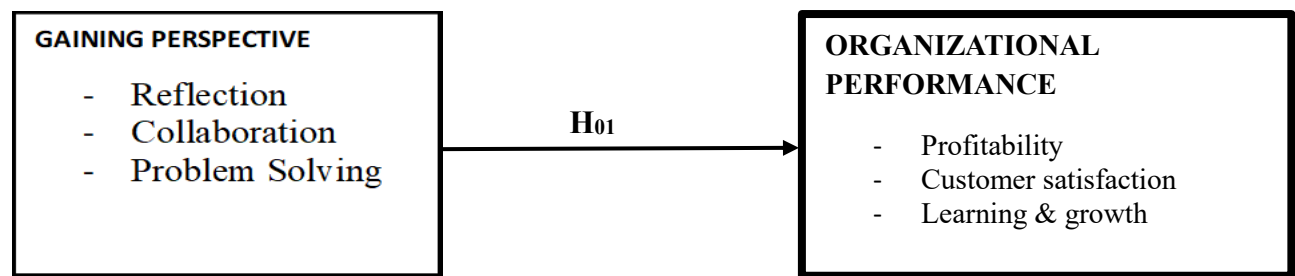


Figure 1: Conceptual Framework: Adaptive Gaining Perspective and Organizational Performance

The conceptual framework relationship between variables led to the following hypothesis for the study.

H₀₁: Gaining perspective has no significant effect on the performance of commercial banks in Kenya.

Gaining a new perspective enables adaptive leaders to gain the ability to equate problems as being caused by system weaknesses rather than employee failures hence generating broader diagnoses to problems presented (Wong & Chan, 2018). The leader can then mobilize resources; and motivate, orientate and help employees to focus on tackling and solving adaptive challenges (Wamburu et al., 2022). Getting on the balcony provides leaders with a new perspective achieved by stepping back from the problem or situation in the organization in order to get a clear insight on happenings upon whose interpretations interventions are designed (Jefferies, 2017.) It presents itself in three variables:

Reflection

Ukko, Hilden, Saunila and Tikkamäki (2017) describe reflection as the complex mental process of questioning an individual's intuitive understanding while engaging in thoughtful dialogue with other members of the organization regarding their circumstances. Reflection promotes employee engagement, innovation and improved organizational performance. Reflection helps employees focus on the organizational objectives, strategies and processes, contributing positively to their performance and is considered critical in enhancing leadership effectiveness through the creation of a safe and transparent working environment that fosters creativity and an increased level of engagement among the team members (Anselmann & Mulder, 2020).

Collaboration

Collaboration refers to employees working together, sharing ideas, knowledge, and skills while cooperating on projects and tasks within an organization. It involves individuals or teams pooling their efforts and expertise to achieve common goals, solve problems and generate innovative solutions (Bagwell, 2020). Netolicky (2020) argues that effective collaboration requires strong teamwork, and clear and open communication.

Moodley and Govender (2020) observed that in VUCA environments, a collaborative mindset is paramount and aids in harnessing the collective knowledge and intelligence of the employees, and is a source of competitive advantage Sueptaetrakun (2018) outlines four objectives of collaboration: mutual improvement of the performance at work; building

relationships with different collaborative partners; knowledge exchange and organizational learning. These objectives according to him are critical in stirring innovation and increased organizational performance.

Problem Solving

Wilson, North, Morris & McClellan (2020) indicate that solving complex problems requires the participation of everyone in the organization; therefore, adaptive leaders have to be supportive of their employees to help them adapt to unexpected changes and come up with solutions and ideas of innovation. Through coordinated decision making, leaders and followers learn, experiment and work together to arrive at win-win situations (Dajani, 2022)

Empirical Literature

Several studies have been conducted to empirically review how reflection influences the performance of various organizations.

In a cross-sectional study, Anselmann and Mulder (2020) interrogated the ability of transformational leadership to create a safe team climate that would encourage the sharing of knowledge and reflection and how the same contributed to employee performance in nursing and social care. The participants worked in 12 different organizations and comprised 32 teams with 182 team members. Questionnaires were used for data collection, and data was analyzed through structural equation modeling using Mplus 6; both descriptive and correlation analyses were performed. It was the findings of the study that reflection positively influenced the performance of the employees.

Bäcklander (2019) carried out a descriptive case study on how agile coaches practiced leadership. The survey was conducted in Spotify, a company dealing with streaming music services on the internet. Semi-structured interviews were conducted on 16 agile coaches aged between 27 and 44. The study findings were that the most frequent activity that agile coaches undertook was observing and listening, and the same enabled the team to observe its own dynamics. The coach was able to observe what the team was not saying, enabling team reflexivity.

Other empirical studies have been focused on the significance of collaboration to the organizational performance. Sueptaetrakun (2018), in his research, tested whether collaboration had an influence on both innovation and performance in the automotive industry in Thailand. The study focused on 250 entrepreneurs. The study concluded that organizations that stressed on supplier, internal and customer collaboration were able to come up with innovations that significantly impacted on the organizational performance in terms of retention of customers, employee job satisfaction, reduced operational costs and rate of growth of the organization.

Dajani (2022) studied the mediating effect of change management in a number of Egyptian Universities facing crisis, with a special focus on the importance of AL and organizational resilience. A sample of 150 respondents was drawn from academic staff in both private and public universities. Data was collected via self-administered questionnaires and subsequently analyzed by means of descriptive and correlational analysis. It was the conclusion of the study that AL positively impacted the organizational resilience with change management as a mediator.

Martono, Khoiruddin, Wijayanto, Ridloah, Wulansari and Udin (2020) carried out a survey on how the leadership style impacted organizational commitment and its effectiveness in State University in Central Java Indonesia. It was based on a sample size of 207 people from all divisions selected through simple random sampling in the undergraduate program. This study

established that the integrative leadership style positively impacted on teamwork and affective commitment and led to collaborative conflict resolution by forming a solid team that had better work relationships and subsequently contributed to organizational effectiveness.

Researchers have also interrogated the relationship between problem solving and organizational performance. In a longitudinal study by Yeo (2021), data was gathered six months apart (before and during the pandemic) through in-depth interviews conducted with 25 leaders and 47 employees from 6 mid-sized service firms. The study revealed that due to Covid, leaders changed their strategy from competitive thinking to people-centrism. The former was driven by business priorities, while the latter was focused on the protection of employees' well-being. The leaders were focusing on people as their key assets during uncertainty and rode on the intellectual power of employees in the exploration of alternative solutions.

Mugwe (2022) studied the effect of members' participation in the running and management decision-making of Dairy Cooperative Societies in Kiambu County in Kenya. He analyzed 398 respondents picked using the stratified random sampling method. It was the findings of this research that when members were given a chance to participate in the decision-making of the cooperative societies, the quality of the decisions improved. Again, there were more buy-ins and adoption of the societies' projects as members owned the process, and this helped in the ultimate performance and longevity of the societies.

In conclusion, the above study findings emphasize the importance of implementing gaining perspective practices at both the employee and institution levels. Such practices may be fostered through creating psychological safety that supports team innovation and performance (Anselmann & Mulder, 2020), encouraging collective reflection to strengthen adaptability, decision-making, and performance metrics (Bäcklander, 2019), enhancing employee job satisfaction (Sueptaetrakun, 2018), building organizational resilience (Dajani, 2022), or promoting overall organizational effectiveness (Martono et al., 2020). When embedded effectively, these practices cultivate reflection, collaboration, and problem-solving, ultimately contributing to improved organizational performance.

Research Methodology

The study employed post-positivism as its research philosophy. Post-positivism allows independence in the research, encouraging minimized interaction with the participants, hence maintaining objectivity and consistency (Wamburu et al., 2022). This study adapted a cross-sectional approach since data was gathered once over a period of several months. The study employed a mixed method approach ideal in cases where the research problem sought to identify factors that influence an outcome, test a theory and comprehend the best of outcomes (J. W. Creswell & Creswell, 2018).

This study focused on the 37 commercial banks across Kenya, as recorded in the Central Bank report (Central Bank of Kenya, 2023). The 394 respondents comprising the top management team in these commercial banks were the unit of observation, while the 37 commercial banks in Kenya were the unit of analysis. By incorporating both closed-ended and open-ended questions, this study aimed to gather quantitative data for statistical analysis while also capturing qualitative perspectives from the respondents (Pilcher & Cortazzi, 2024). This mixed-method approach provides a more comprehensive understanding of the research

topic, combining numerical data with rich qualitative insights (Tashakkori, Johnson & Teddlie, 2020).

Primary data was collected through the use of a structured questionnaire administered electronically, aided by new survey development software packages and online survey services

to enhance the efficiency of the online survey. The items in the questionnaires were ranked based on a five-point Likert scale specifying whether the respondent agreed with a specific statement (i.e. from 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree). The top management team was preferred since they are better positioned to provide the needed information on adaptive leadership and organization performance.

The inter-item consistency reliability was tested through Cronbach's coefficient alpha, known for its popularity (Cronbach & Shavelson, 2004). A score of 0.7 and above was acceptable. The survey's variables were found to be reliable as the Cronbach coefficient alpha values were greater than 0.7. as shown in Table 1.

Table 1

Average Reliability Test Results

Variable	Number of Statements	Cronbach Alpha	Interpretation
Gaining Perspective	10	0.816	Reliable

Kothari (2018) notes that validity establishes how well a developed data collection instrument is able to measure accurately the right concepts under study. In this study, correlation analysis was applied to test both criterion-related validity and construct validity. Factor analysis was adopted to enhance construct and convergent validity of the questionnaire. The Average Variance Extracted (AVE) was used to assess convergent validity. According to Shrestha (2021) the value of AVE that is more than or equal to 0.5 confirms convergent validity. Table 2 shows that the Average Factor Loading for gaining perspective is 0.537, therefore confirming that all the constructs were suitable for further analysis.

Table 2

Average Variance Extracted (AVE) Values

Variable	Number of Statements	AVE Values	Comment
Gaining Perspective	10	0.537	All items were accepted

Several diagnostic tests were carried out. Multicollinearity was used to determine whether predictor variables in the multivariate regression model are highly or significantly correlated with each other. Assessment of multicollinearity was done through the use of tolerance and the VIF to examine the level of correlation among the variables. The general principle is that a VIF greater than ten (10) indicates the presence of multicollinearity in the dataset. The VIF as depicted in Table 3, indicates gaining perspective had a VIF of 1.661 which is less than 10, depicting absence of multicollinearity in the dataset.

Table 3

Multicollinearity Test

	Tolerance	VIF
Gaining Perspective	.603	1.661

Linearity test was done through checking whether the relationship between gaining perspective and organizational performance is linear. Additionally, checking for outliers was important since linear regression is sensitive to the influence of outliers (Bougie & Sekaran, 2019). In the SPSS output display (Table 4), the sig. value of gaining perspective = 0.650. It can therefore be concluded that there is significant linear relationship between gaining perspective and organizational performance.

Table 4*Coefficients of Linearity Test*

Model	Sig. 95.0% Confidence Interval for B			Tolerance
		Lower Bound	Upper Bound	
Gaining Perspective	.650	-13.608	11.411	.560

Autocorrelation was tested using the Durbin-Watson test. Findings presented in Table 5 show that the d-value was 1.990; since the value lies within the range $1.5 < d < 2.5$, then it can be concluded that there is no autocorrelation in the data and therefore regression analysis can be computed.

Table 5*Durbin- Watson Autocorrelation Test*

Model	Std. Error of the Estimate	Durbin-Watson
1	1.29748	1.990

This study used Breusch-Pagan/Cook-Weisberg test to examine whether heteroscedasticity is present in the data. If “Prob > Chi-squared” is greater than 0.05, then it suggests existence of homoscedasticity. The findings presented in Table 6 shows Chi2 = 1.3457 has p-value P (0.3241) greater than 0.05. This therefore suggests insignificance and therefore there is no heteroscedasticity.

Table 6*Breusch-Pagan/Cook-Weisberg test for Heteroscedasticity*

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	1	1.3457	0.3241

This study applied Shapiro-Wilk test to determine whether the data deviates significantly from a normal distribution. $P > 0.05$ implies that the data is normally distributed; hence the assumption of normalcy is met. The result of the normality test is shown in Table 7. The results indicated that the p-value for Shapiro Wilk test were: gaining perspective ($p=0.765$) and performance of commercial banks ($p=0.991$). All the variables satisfied the assumption of normality since $p > 0.05$.

Table 7*Shapiro Wilks Test of Normality*

	Shapiro-Wilk Statistic	Df	Sig
Gaining Perspective	0.765	314	0.340
Performance of commercial banks	0.991	314	0.060

Both quantitative and qualitative data was generated through the use of questionnaires. Thematic analysis was employed to analyze the qualitative data from open-ended questions (Castleberry & Nolen, 2018). The qualitative results derived from thematic analysis were presented in a narrative format. Quantitative data analysis (descriptive and inferential statistics) was done using the SPSS version 29 software (Bougie & Sekaran, 2019).

Nominal data, such as demographic information, was analyzed through descriptive statistics where frequencies and percentages were used to express the results. Moreover, in regards to ordinal data, particularly when dealing with Likert scale questions, the study applied the use of

several tools. These included frequency distribution, percentages, mean and standard deviation to provide a comprehensive understanding of the respondents' responses.

The inferential data analysis in this study involved the utilization of several statistical techniques, including the Pearson correlation coefficient, multiple linear regression analysis, ANOVA and step-wise regression analysis using the stepwise method. (Bougie & Sekaran, 2019). Composite indices were created for each variable to ensure they are in continuous form, which was necessary for the application of Pearson correlation and linear regression analysis.

Results and Discussions

The study sample consisted of 394 respondents, including 40 participants who took part in the pilot study. From the 354 online questionnaires administered, 314 were filled and returned, hence a response rate of 88.7%. The response rate was considered suitable for making inferences from the data collected.

Descriptive Statistics

The mean and standard deviation results were as shown in Appendix I. From the results, the respondents agreed that on a regular basis, they step back from day-to-day tasks to reflect on broader problems and challenges within the organization ($M=4.016$, $SD=0.515$). The participants indicated that in challenging situations, they observe the parties involved and assess what is really going on ($M=4.131$, $SD=0.465$). Further, the survey results revealed that participants agreed that as leaders, they actively seek different perspectives and insights to gain a better understanding of complex issues ($M=4.038$, $SD=0.581$). In addition, the respondents reflected a shared view that they frequently engage in collaborative problem-solving activities with team members and stakeholders ($M=3.984$, $SD=0.627$). The respondents also admitted that they believe that gaining perspective helps them identify root causes of problems ($M=3.933$, $SD=0.592$). Further, the respondents acknowledged that feedback from team members and stakeholders helps them challenge their own assumptions ($M=3.978$, $SD=0.579$). The respondents also admitted that they believe that gaining perspective helps them identify root causes of problems ($M=3.933$, $SD=0.592$). Further, the respondents affirmed that in a difficult situation, they do not lose sight of the "big picture" ($M=4.057$, $SD=0.521$). In addition, the respondents concurred that gaining perspective helps them make more informed and strategic decisions ($M=4.067$, $SD=0.444$). In addition, the respondents were in agreement that their organization encourages a culture of open

communication and sharing ideas within teams ($M=4.048$, $SD=0.460$). The respondents also were of the view that on a regular basis they engage in activities such as brainstorming, workshops, or meetings to generate creative solutions ($M=4.054$, $SD=0.493$).

The respondents provided additional information and highlighted that regular reflection enables teams and individuals to learn from past experiences, leading to better decision-making and continuous improvement. Collaboration also emerged as a critical theme, with respondents emphasizing its role in leveraging diverse perspectives. Systematic and creative problem-solving were also frequently mentioned as essential for addressing challenges and identifying root causes of inefficiencies.

Factor Analysis for Gaining Perspective

Factor analysis was used to establish the most appropriate items for each dimension as well as test whether all items are interrelated and if the subsets of some items are more closely related. This study considered loadings of 0.50 and above as the threshold for interpretations. The results are shown in Appendix II. The findings reveal that for gaining perspective the AVE of the research instrument ranges between 0.503 and 0.539. This shows that all the items met the

threshold of 0.5 and above and therefore, none had to be dropped through the factor analysis test.

Inferential tests

This section presents the results for inferential statistics on gaining perspective and its significance on the performance of commercial banks in Kenya.

Correlation between Gaining Perspective and Organizational Performance

The present study used Pearson correlation analysis to determine the strength of association between the independent variable (gaining perspective) and the dependent variable (organizational performance of commercial banks in Kenya). The Pearson correlation coefficient ranges from zero to one, with the strength of the association increasing as the coefficient value rises.

Table 8

Correlation between Gaining Perspective and Organizational Performance

		Organizational Performance	Gaining Perspective
Organizational Performance	Pearson	1	
	Correlation		
	Sig. (2-tailed)		
Gaining Perspective	N	314	
	Pearson	.860**	1
	Correlation		
	Sig. (2-tailed)	.000	
		N	314

The results in Table 8 indicate a strong positive correlation between gaining perspective and the organizational performance of commercial banks in Kenya ($r = 0.860$, $p \text{ value} = 0.000$). The relationship was significant since the p -value of 0.000 was below the 0.05 significance level.

Analysis of Variance for Gaining Perspective and Organizational Performance

The ANOVA was used to determine whether the regression model was a good fit for the data. From the ANOVA findings in Table 9, the study found that $\text{Prob} > F(1,312) = 0.000$ was less than the selected 0.05 level of significance. This suggests that the model as formulated was fit to predict the organizational performance of commercial banks in Kenya. Furthermore, the calculated F -value from the table (580.630) was greater than F -critical-from F -distribution table (3.871)- supporting the conclusion that gaining perspective can be used to predict organizational performance of commercial banks in Kenya.

Table 9

ANOVA for Gaining Perspective

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	45.87	1	45.87	580.63	.000 ^b

Residual	24.735	312	0.079
Total	70.605	313	

a. Dependent Variable: organizational performance of commercial banks in Kenya

b. Predictors: (Constant), Gaining Perspective

From the results in Table 13, the following regression model was fitted.

$$Y = 0.251 + 0.386 X_I$$

(X_I is Gaining Perspective)

The coefficient results showed that the constant had a coefficient of 0.251 suggesting that if gaining perspective was held constant at zero, organizational performance of commercial banks in Kenya would be 0.251 units. In addition, results showed that gaining perspective coefficient was 0.386 indicating that a unit increase in gaining perspective would result in a 0.386 improvement in organizational performance of commercial banks in Kenya. It was also noted that the P-value for gaining perspective coefficient was 0.000 which is less than the set 0.05 significance level indicating that gaining perspective was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that gaining perspective has positive significant influence on organizational performance of commercial banks in Kenya.

Table 10

Beta Coefficients for Gaining Perspective

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.251	.074		3.347	.000
¹ Gaining Perspective	0.386	0.097	0.387	3.979	0.000

a. Dependent variable: organizational performance of commercial banks in Kenya.

Regression Analysis for Gaining Perspective and Organizational Performance

A univariate regression analysis was conducted to investigate the significance of gaining perspective on the organizational performance of commercial banks in Kenya. The null hypothesis was stated as follows:

H₀₁: Gaining perspective has no significant effect on the performance of commercial banks in Kenya.

The R-Squared depicted the variation in organizational performance (dependent variable) that can be explained by gaining perspective (independent variable). As indicated in Table 14, the R-squared for the relationship between gaining perspective and organizational performance of commercial banks in Kenya was 0.245; this is an indication that at 95% confidence interval, 24.5% of variation in organizational performance of commercial banks in Kenya can be attributed to changes in gaining perspective. Therefore, gaining perspective can be used to explain 24.5% of changes in organizational performance of commercial banks in Kenya.

Table 11

Model Summary for Gaining Perspective

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 ^a	.245	.241	.67231

Discussions

The study sought to determine the significance of gaining perspective on the performance of commercial banks in Kenya. The correlation results revealed that gaining perspective had a positive and significant correlation, $r(314) = 0.860, p < 0.001$. The results are consistent with several studies in Kenya, Egypt, Ethiopia, Germany and Thailand. The study by Wamburu et al. (2022) indicated a positive relationship between adaptive leadership and performance of insurance firms in Kenya, $r(239) = 0.526, p < 0.001$. In the study, the influence of gaining perspective on the performance of insurance companies in Kenya was interrogated. In both studies, gaining perspective, a dimension of adaptive leadership was examined to determine its influence on the performance of the organizations under study. The similarities in findings depict the importance of adaptive leadership on performance. The findings in Mugwe (2022) also strongly correlated with this study finding and depicted a statistically significant relationship between members' participation and the development of the society, with Pearson correlation results, $r(334) = 0.398, p < 0.001$. In this study, factors that affected the development of dairy cooperatives in Kenya were studied. It was evident that when members were given a chance to participate in the decision-making of the cooperative societies, the quality of the decisions improved. This finding is in line with the tenets of adaptive leadership, where employees are allowed to explore and come up with solutions that form part of the decision-making process.

Similarly, the correlation results $r(314) = 0.860, p < 0.001$ mirror the findings by Nebiyu and Kassahun (2021) who had a similar observation in their study based on higher education institutions in Amhara National Regional state in Ethiopia, where they explored how AL impacted on organizational effectiveness. The findings, $r(593) = 0.64, p < 0.01$ demonstrated substantial positive correlation between adaptive leadership constructs and organizational effectiveness. Organizational effectiveness was used as a measure of performance and not organizational performance as is the case in the current study. However, the similarity in findings emphasize the importance of adaptive leadership. The findings of the current study

also correlate with the ones by Dajani (2022) who studied the mediating effect of change management in a number of Egyptian Universities facing crisis. Dajani specifically focused on the importance of AL in organizational resilience. It was the conclusion of the study that AL positively and significantly impacted on the change management process and organizational resilience. The observation from the study indicated that AL framework is considered the best option when dealing with unique challenges that arise in times of crisis. The study noted that AL concepts provide strategies that can be applied to achieve solutions and problem-solving abilities not just in academic but also in other institutions that are facing challenges and want to build their resilience. This conclusion is corroborated by the current study findings where the respondents agreed that they frequently engage in collaborative problem-solving activities with team members and stakeholders and they believe that gaining perspective helps them identify root causes of problems.

In addition, the study adapted linear regression model to determine the significance of gaining perspective on the performance of commercial banks in Kenya and presented results in terms of model summary, regression ANOVA and regression Coefficient. The model summary results show that $R^2 = 0.245$ which means that gaining perspective can be used to explain 24.5% of changes in performance of commercial banks in Kenya. This finding is similar to the one by Wamburu et al. (2022), which indicated $R^2 = 0.277$, depicting that gaining perspective can be used to explain 27.7% of changes in performance of Insurance firms in Kenya. This implied that leaders who practiced adaptive leadership attained higher organizational effectiveness.

Additionally, regression ANOVA for gaining perspective reveals a significant relationship with organizational performance, $F(1,312) = 580.63$, $p < 0.001$. Thus, the model is statistically significant in predicting the relationship between gaining perspective and the performance of commercial banks in Kenya. The regression coefficient for gaining perspective returned coefficient values of $\beta = 0.386$, $t(314) = 3.979$, $p < 0.001$, which was less than ($p < 0.05$) set for the study. This led to the rejection of the null hypothesis and acceptance of the alternative that gaining perspective has a positive significance on the performance of commercial banks in Kenya. This conclusion concurred with the study by Anselmann and Mulder (2020) in Bavaria Germany, which revealed that reflection positively relates with team performance $\beta = 0.70$, $t(183) = p < 0.01$. In the study, transformational leadership was found to have an impact in creating a safe team climate that encouraged the sharing of knowledge, reflection was a major contributor to employee performance in nursing and social care. This finding is aligned to the current study, where the respondents agreed that on a regular basis, they step back from day-to-day tasks to reflect on broader problems and challenges within the organization.

The current study results also support a study by Sueptaetrakun (2018) in Thailand whose study tested whether collaboration had an influence on both innovation and performance in the automotive industry. Sueptaetrakun carried out a quantitative study that focused on 250 entrepreneurs and established that collaboration had a direct and positive impact (standard regression weight of 0.848-0.890 and variation ratio of 0.719-0.792) on the performance of the organization under study. At the same time, collaboration had a direct and positive influence on innovation with a standard regression coefficient of 0.164 (coef=0.164, $p < 0.05$) from their study. The study findings are aligned to the current study where the respondents agreed that they frequently engage in collaborative problem-solving activities with team members and stakeholders.

Conclusions and Recommendations

The study found that gaining perspective positively and significantly influenced the performance of commercial banks in Kenya. Based on the findings, the null hypothesis was rejected and the alternative hypothesis was accepted. The study established that gaining perspective dimension of adaptive leadership, which includes reflection, collaboration and problem solving is important, as the same impacted positively on the performance of commercial banks in Kenya. Gaining perspective equips organizations to navigate uncertainties effectively while maintaining performance over time. A culture of reflection encourages adaptability, enabling teams to experiment, learn from failures and develop strategies to tackle unforeseen challenges. Collaboration allows accommodation of different perspectives, which strengthen relationships among team members and leaders while creating a sense of ownership and accountability. Therefore, the study recommends that the management of commercial banks in Kenya should foster a culture of equipping their managers to navigate uncertainties effectively while maintaining performance over time. This can be achieved through continuous learning and adaptability. By encouraging employees at all levels to stay informed about industry trends, new technologies and evolving customer needs, banks can enhance their decision-making and responsiveness to market changes.

This study was limited to the significance of gaining perspective on the performance of commercial banks in Kenya, hence, the study findings cannot be generalized to organizational performance of other organizations in Kenya. The study, therefore, suggests that similar studies could be carried out in other financial services to enable generalization of findings.

Since the study employed a mixed method approach, its limitation may include subjective responses based on the respondents' perceptions in regard to qualitative data. In addition, the fact that the adaptive leaders work in commercial banks classified into different tiers, may introduce diverse experiences based on variations in leadership structure. Again, the study was based on top level management and did not include middle-level managers and employees, despite the fact that they also contribute to the performance of the commercial banks. To address these limitations, future studies could incorporate the views of other levels of management (lower and middle level managers). Such studies may focus on a broader scope of managers and may provide additional insights on the significance of adaptive leadership on the performance of commercial banks. Further, the study found that the independent variable (gaining perspective) could only explain 24.5% of organizational performance of commercial banks in Kenya. This study, therefore, suggests further research on other factors affecting organizational performance of commercial banks in Kenya.

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APPENDICES

APPENDIX I

Mean and Standard Deviation for Gaining Perspective and Organizational Performance.

Mean and Std. Deviation for Gaining Perspective and Organizational Performance			
Item	N	Mean	Std. Dev
On a regular basis, I step back from day-to-day tasks to reflect on broader problems and challenges within the organization.	314	4.016	0.515
In challenging situations, I observe the parties involved and assess what is really going on.	314	4.131	0.465
As a leader, I actively seek different perspectives and insights to gain a better understanding of complex issues.	314	4.038	0.581
I frequently engage in collaborative problem-solving activities with team members and stakeholders.	314	3.984	0.627
I believe that gaining perspective helps me identify root causes of problems.	314	3.933	0.592
Feedback from team members and stakeholders helps me challenge my own assumptions.	314	3.978	0.579
In difficult situations, I do not lose sight of the 'big picture'.	314	4.057	0.521
Gaining perspective helps me make more informed and strategic decisions.	314	4.067	0.444
Our organization encourages a culture of open communication and sharing ideas within teams.	314	4.048	0.46
On a regular basis I engage in activities such as brainstorming, workshops or meetings to generate creative solutions.	314	4.054	0.493
Aggregate Mean		4.022	0.528

*Note. * N = sample size; Std. Deviation = standard deviation.

Appendix II

Average Variance Extracted for Gaining Perspective

Average Variance Extracted for Gaining Perspective	
Average Variance Extracted (AVE) of Each Item	AVE Values
On a regular basis, I step back from day-to-day tasks to reflect on broader problems and challenges within the organization.	0.520
In challenging situations, I observe the parties involved and assess what is really going on.	0.537
As a leader, I actively seek different perspectives and insights to gain a better understanding of complex issues.	0.519
I frequently engage in collaborative problem-solving activities with team members and stakeholders.	0.503
I believe that gaining perspective helps me identify root causes of problems.	0.539

Feedback from team members and stakeholders helps me challenge my own assumptions.	0.512
In difficult situations, I do not lose sight of the 'big picture'.	0.515
Gaining perspective helps me make more informed and strategic decisions.	0.523
Our organization encourages a culture of open communication and sharing ideas within teams.	0.534
On a regular basis, I engage in activities such as brainstorming, workshops, or meetings to generate creative solutions.	0.518