



RELATIONSHIP BETWEEN CENTRALIZED ORGANIZATIONAL STRUCTURE AND  
EMPLOYEE JOB SATISFACTION: THE MODERATING EFFECT OF SERVANT  
LEADERSHIP

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## Approval of the Thesis

### RELATIONSHIP BETWEEN CENTRALIZED ORGANIZATIONAL STRUCTURE AND EMPLOYEE JOB SATISFACTION: THE MODERATING EFFECT OF SERVANT LEADERSHIP

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## Abstract

RELATIONSHIP BETWEEN CENTRALIZED ORGANIZATIONAL STRUCTURE AND  
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LEADERSHIP

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Recently, supermarkets in Kenya have been facing a significant decline in presence (Mbatia & Wanjiku, 2020, and Sande, 2022, Cytonn, 2022, Cheboi & Mulili, 2022). The major reasons for this are staff retention and weak structures (RETRAK, 2020). Since organization structure is one of key determinants of performance of retail supermarkets in Kenya (Wanjohi et. al, 2019), and they significantly contribute to the retail sector, it is imperative to determine how their structure influences employee job satisfaction (Ogbo, 2015, and Madanchian et. al, 2016). It is also important to discern the leadership traits required to enhance employee retention.

Considering its suitability to address the research questions, the researcher used a Descriptive Design (Zaidah, 2007) using a Quantitative Approach to yield readily analyzable data and replicable results (Kothari, 2010 and Shields & Twycross, 2008). The study implements a stratified random sampling to target 400 employees from selected Supermarkets in Nairobi, Kenya. Closed Ended Questionnaires have been used in the form of Likert-Scale questions all as a form of the Primary Data having tested for the Reliability and Validity of the Questionnaire whose results were analyzed through the SPSS statistical software.

Descriptive Analysis was used for demographic data while inferential analysis done through Correlation, Multiple Linear Regression, and Moderated Regression Analysis. The Study found that Employee Job Satisfaction is positively affected by both Centralized Organizational Structures and Servant Leadership behaviors with the exceptions of Close Control and Central Decision-making, which negatively impacted upon Employee Job Satisfaction and Servant Leadership respectively. Servant Leadership significantly and positively impacted Employee Job Satisfaction, and moderates significantly the impact of Centralization of Organizational Structure upon Employee Job Satisfaction.

The study aims to help supervisors identify optimum leadership traits to enhance employee performance. The study also addresses the major problems identified by RETRAK. More studies should be done towards understanding the impact of other facets of Organizational Structure,

including the element of Formalization, and the way these factors impact Employee Job Satisfaction in Kenyan Supermarkets. It is also important to discern the moderating effect of servant leadership between Centralized organization structures and the job satisfaction levels in other industries.

### Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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I confirm that I retain the intellectual property and copyright of the thesis submitted. I also allow Unicaf University to produce and disseminate the contributions of the thesis in all media forms known or to come as per the Creative Commons BY Licence (CC BY).

## Dedication

I dedicate all my achievements to the blessing from the Almighty GOD, the creator. He is great and only with His blessings have I been able to come this far. I also dedicate my research to my parents who saw this dream for me and pushed me very hard to work for it, my wife who relentlessly supported me throughout my study, and my siblings whose prayers have always been with me. This one is for you, my children, I love you: Ameerah, Armaan and Arfaan.

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## CHAPTER 1: INTRODUCTION

One of the most critical areas that organizations must focus on is the ability to successfully meet the complex and dynamic needs of their customers. In fact, business enterprises are globally faced with the task of responding to value-demanding customers (Priporas, Stylos & Fotiadis, 2017). Organizations that wish to perform well and retain a sustainable competitive edge therefore need to understand the nuances of customer satisfaction, particularly at the points where their employees engage with the customers.

Employees have widely been agreed to be the pivotal factor because their conduct determines the overall customer experience. Frontline employees must particularly remain satisfied on their jobs (Velasco et al., 2021), and Job Satisfaction always leads to enhanced employee performance (Dugguh & Dennis, 2014). Consequently, organizations must establish the optimum context for the successful performance of their employees. Among these factors is the element of the structure of an organization.

Thence, the effects of organizational structure on employee job satisfaction are of great importance by researchers as it inevitably impacts upon customer service. The way in which business enterprises are structured may lead to either a positive or a negative impact upon employee work satisfaction, either increasing or decreasing their loyalty (Lambert et.al, 2006). The level of Formalization and Centralization are major forms of organizational structure empirically agreed to be found in most business enterprises, the latter mostly being practiced by organizations in Kenya (Wanjohi et. al, 2019).

Empirical literature has identified similar definitions of job satisfaction, ranging from emotional attachments to subjective perceptions of workers in relation to their work. For instance, according to Pugh et al. (2018), job satisfaction is an employee emotional response regarding his

or her work. On the other hand, Pakarinen and Virtanen (2017) explain that job satisfaction is linked to optimistic work results and employee-compliance to the organizations' set rules and goals.

Conversely, where satisfaction of employees is not achieved, research has empirically viewed this as a cause of decline in performance and disgruntlement of the employees coupled with disengagement from their work. Therefore, dissatisfied employees exhibit unenthusiastic work characteristics such as exhaustion, repetitive absence, and negligence, which affects the overall performance of the organization. It is noteworthy that organizational commitment, which is subject to organizational structure, is important for the healthy growth of employees which in turn leads to employee job satisfaction.

Theories such as behavioral classical theory postulate that the employee social and psychological requirements should be ascertained to facilitate organizational profitability and the highly valued method is to design organizational structure in a manner that negate job dissatisfaction (Wanjohi et.al, 2019). In the first world countries such as USA, Germany and UK, most businesses engage employees in a structure which is supportive and open; majority adopt decentralization in which the employees have participative rights, discussions about their jobs and even taking part in organizational decision making (Pekmezci, Ates and Turgut, 2017).

There are arguments in favor of centralized organizational structure promoting servant leadership (Donia, Panaccio and Wang, 2016) therefore elevating employee work satisfaction, and thus increase employee performance. The main tenets of servant leadership as stated by Madanchian et.al, (2016) is motivating employees and encouraging or fostering integrity. Thus, servant leadership is consistent with current employee issues, sustainable labor development, fostering positive effects on employee fulfillment. The supermarket industry in Kenya has been

exhibiting mixed signals as some of the supermarkets such as Choppies, Nakumatt have been forced to close, while other supermarkets are doing extremely well.

Although there are empirical studies undertaken related to the current study variables, the research is either scanty or inadequate presenting research gaps that the present research aims to fill. For instance, Kang'ethe, Kiboi and Mathenge (2019) investigated the relationship between servant leadership behavior and employee loyalty and established that servant leadership helps to create a positive work environment for employees. It is noteworthy, however, that the study investigated servant leadership and employee loyalty rather than the job satisfaction of the employees. Similarly, Leithy, (2017) found that organizations which had strong cultures had potential of performing better than those of weakly followed organizational cultures.

Similar to Kang'ethe, Kiboi and Mathenge (2019), Pekmezci, Ates and Turgut (2017) researched on job satisfaction moderating role between servant leadership and workers turnover intention, but they omitted also omitted the element of organizational structure in their research. On the other hand, Pugh et. al. (2018) investigated the influence of organizational structure on the performance of employee but lacked one important variable in comparison to this current study which is servant leadership and the investigation focused on the education sector which difference from retail business thus the results obtained cannot be generalized.

Therefore, this current study is designed to address the gaps in literature related to the variables: the relationship between centralized organizational structure and employee job satisfaction as well as determine the moderating effect of servant Leadership. Kenya is the biggest economy in East Africa (Reuters.com, 2022) but is facing a slow growth in economy due to an increase in the cost of basic commodities among other factors. The present study used the

supermarket Industry in Kenya to investigate these relationships, considering the upheavals that this sector has faced in the recent times.

Supermarket in Kenyan retail market industry started in 1975 when the Uchumi chain of supermarkets was established in Nairobi and enjoyed being a monopoly for quite a long period of time. Uchumi supermarket, despite being a parastatal, closed down albeit temporarily, leading to the phrase ‘one of the greatest corporate disasters in independent Kenya history’. Ever since, there have been several new entrants into the retail supermarket industry in Kenya among Tuskys, Nakumatt, Naivas and Quickmart (Njung’e, 2017). Tuskys, on the other hand, has fallen from sixty four to just five branches throughout the country with significant financial woes (Muiruri, 2021) and reduced further to only three branches by the end of 2022. Additionally, Choppies, Shoprite and Nakumatt all have zero branches at the end of 2022 (cytonnreport.com, 2022).

Due to urbanization taking place in Kenya like other developing countries, the chains of supermarkets expanded to other major towns and eventually spreading to even small towns. The economy of Kenya has undergone a rapid growth transformation in the recent years and is projected to continue upwards. Modern retailing supermarkets are identified as key to continue growth of the economy and especially the urban areas such as Nairobi which is the capital city and is most likely the exclusive focus of global retailers with interest in Kenya (Kang’ethe, Kiboi and Mathenge, 2019).

According to cytonnreport.com (2022), the best performing are Naivas and Quickmart considering that they expanded by opening five and three new branches across the country during the year 2022. Further, according to Government of Kenya (2018), the retail industry contributed to 13.4% of the formal employment jobs in the private sector in 2017, while the retail supermarkets in Kenya are experiencing varied patterns growth (Kang’ethe, Kiboi and Mathenge, 2019). Some

firms which closed due to low profits found it more challenging to maintain market share and achieve growth with the centralized organizational structure (Ausseill, 2017). This study therefore implores for elucidation on the role of centralized organizational structure on employee job satisfaction and its relation to servant leadership.

### Statement of the Problem

The problem is that supermarkets in Kenya have recently been facing a significant decline in their performance and presence (Mbatia & Wanjiku, 2020, and Sande, 2022), while being major contributors to economic growth. Arguably, this is a national and industry-level problem rather than an individual problem. In fact, because some renown supermarkets in Kenya have recently closed (Wanjohi et. al, 2019), it is imperative to determine the extent to which these organizations influence employee performance through satisfaction (Ogbo, 2015, and Madanchian et. al, 2016) and the impact of their structure on employee job satisfaction levels (Pugh et. al., 2018). Moreover, while organizational structure generally affects performance (Schnetler et. al., 2015, and Engert & Baumgartner, 2016)), it is vital to establish how centralized structures of supermarkets influence the leadership style adopted (Kang'ethe et al., 2019).

Since Servant Leadership has empirically been concurred to have a marked direct and positive impact on job satisfaction levels in many contexts, it is vital to decipher the effectiveness of Servant Leadership specifically in the context of centralized structures in the Kenyan supermarket industry with the aim of adding value to this critical retail sector. Further, as employee satisfaction significantly influences organizational performance (Özbenli, 1999 and Priporas et al., 2017), it is critical to discern the role that Servant Leadership can play in salvaging the decline in performance and presence at least through having the employees fully satisfied on their jobs.

Improving employee job satisfaction is a growing concern which has been troubling business leaders over the years (Priporas, Stylos and Fotiadis, 2017). By trial and error, there have been several methods proposed in trying to enhance the satisfaction of employees, including the design of the organizational structure. According to Schnetler, Steyn, and Staden (2015) a structure which is centralized manages all organization levels by keeping them focused to the purpose outlined by the organization, and has decisions done centrally with communication flowing from top to down the hierarchy across the organization. Improper communication leads to employee dissatisfaction (Duressa, Z., & Debela, T. (2014). Centralized organizational structure according to Donia, Panaccio and Wang (2016) encourages servant leadership which is believed to bring higher employee job satisfaction, and thus increase employee performance. Organizational structure can be considered as a contributing factor insofar as the leadership style adopted and the interaction of the organization with its environment is concerned.

Leadership style viability determines the relationship between leaders and employees which may decrease or increase job satisfaction. This is demonstrated by the Contingency Theory that explains that organizational design must align with its environment and with the subsystems; which includes the leadership style adopted (Kang'ethe, Kiboi and Mathenge, 2019). Empirically, it has not been established categorically whether centralized organizational structure indeed does promote the influential servant leadership style. Therefore, this study will investigate the relationship of centralized organizational structure with satisfaction of employee with their work as well as determine the moderating role of servant leadership.

Arguably, if the research related to servant leadership in the context of the centralization level of supermarkets in Kenya is not conducted, these retail organizations that are critical for GDP growth contribution, will continue diminishing. While there could be other aspects leading to

supermarkets in Kenya performing dismally, the impact of servant leadership which is an established leadership style will neither be understood nor nurtured, if the present study is not conducted. Further, if this research is not conducted, the crucial impact of supermarket structures in Kenya including their level of centralization, will never be understood.

Further, as per the recent report by Cytonn (2022) related to the retail supermarket performance in Kenya, the below summary indicates that supermarket performance has recently observed reduced growth, and even degrowth in the number of the branches of the local supermarkets over the years:

Table 1.1 Supermarket Presence in Kenya

Supermarket	Maximum branches in 2018	Maximum branches in 2019	Maximum branches in 2020	Maximum branches in 2021	Branches opened in 2022	Closed branches	New branches Expected
A	46	61	69	79	5	0	1
B	10	29	37	48	3	0	0
C	9	10	11	12	0	0	0
D	53	64	64	3	0	61	0
E	37	37	37	2	0	35	0
F	65	65	65	0	0	65	0
Total	220	266	283	144	8	161	1
Growth Rate		21%	6%	-49%			

Adapted from Cytonn (2022)

This is an indication that supermarket presence is declining. RETRAK (2022) identifies the top problem as employee retention. This matter is followed by a consideration that supermarket structures are to blame for the decline of their presence and performance in Kenya.

### Purpose of the Study, Research Aims, and Objectives

The purpose of this quantitative study is to assess the impact of centralized organizational structure upon employee job satisfaction. The major elements constituting the Centralization of

Organization Structure will be assessed in relation to the impact that they have on the Job Satisfaction levels of the employees; and this will address the first research objective. Also, the study will include the determination of the impact of the major elements making up a Centralized Organization Structure pertaining to the servant leadership behaviors of the leaders at various levels in the supermarkets in Nairobi, Kenya; and this will address the second research objective. Moreover, the major elements that define servant leadership traits will be assessed in relation to the impact that they have on the Job Satisfaction levels of the employees; and this will address the third research objective.

Furthermore, the present research undertakes to investigate whether and the extent to which servant leadership moderates the impact of centralized organization structure on the job satisfaction level of employees within the supermarkets in Nairobi, Kenya. It is important to determine whether that the supermarket industry in Kenya indeed uses centralized organizational structure, as postulated by Wanjohi et. al (2019), and to what extent there has been performance challenges due to these structures. It is imperative to discern whether the structuring of supermarkets in Kenya is a contributing force resulting in some supermarket chains to close shop due to under performance. While there have been new supermarket entrants in recent years; this creates confusion on the understanding of real effects of centralized arrangement on job fulfillment. Pekmezci, Ates and Turgut (2017) observes that centralized organizational promotes servant leadership which focuses primarily on the growth and well-being of people. When the wellbeing of employees is catered, satisfaction of the employees with the job is enhanced which has multiplier effect to performance of the employees and in turn the whole organization (Madanchian et. al, 2016).



The objectives of the study are:

1. Assess the impact of centralized organizational structure on employee job satisfaction
2. Analyze the impact of centralized organizational Structure on servant leadership behaviors
3. Assess the impact of servant leadership on employee job satisfaction
4. Examine whether servant leadership plays a moderating role on the relation between centralized organizational structure and employee job satisfaction.

### Nature and Significance of the Study

The researcher has employed descriptive research design in trying to get answers to the research questions, and this descriptive design has successfully implemented a quantitative approach. The research design is chosen because of its considerable ability and means to generate acceptable answers to a social problem such as the one at hand, focusing on the conditions or relationships and leads to a reliable description of situations and events as they appear (Kothari, 2010). The quantitative approach has been used to determine the impact, relationship of centralized organizational structure with employee work satisfaction and servant leadership behaviors; servant leadership on employee job satisfaction and determine servant leadership moderating role between centralized organizational structure and satisfaction of employee with their work.

The study population has been extracted from eight selected brick and mortar retail supermarket chains in Kenya, all these supermarkets are headquartered in Nairobi city. The researcher targeted 400 participants as a sample based on empirically established sample size

recommendations and online calculation. Thus, the total sample has been 400 employees of brick-and-mortar supermarket chains headquartered in Nairobi. Other requirements included having employees ranging from 18 to 60 years, and from both genders. The researcher used stratified random sampling rather than simple random sampling to select the sample, since the target was supermarkets specifically in Nairobi, Kenya. Another reason was to ensure the inclusion of the supermarket that is almost closing shop in Kenya. Stratification according to Kothari, (2004) means dividing a population into groups with each group having specific characteristics. In this study, the employees from all the three groups: Top manager, Middle level managers or supervisors and regular-level, have been derived. The participants were obtained from the selected eight supermarkets in Kenya, all from Nairobi city as a representative of the whole country.

Primary data has been collected using close-ended questionnaires which has been in form of Likert scale. The form of Likert scale questionnaire will allow for statistical analysis of the data quantitatively. Quantitative data analysis means such as correlation and regression has been used to determine the relationships of centralized organizational structure and employee job satisfaction. Additionally, multivariate regression model has been used to establish the impact of organizational structure on satisfaction of employees with their work and the relation of the study variables and thus facilitate getting answers to the research questions.

Reliability and Validity of the Questionnaire was tested before proceeding, and all sources of bias were avoided or mitigated. In the context of the Modern Management Theory (Wicker, 2016, and Khorasani & Almasifard, 2017), 10 facets of Employee Job Satisfaction were also included on a Likert Scale, representing the Dependent Variable. At least 9 elements were included for each of the other variables. This resulted in Quantitative data, which was analyzed through both PSPP and SPSS statistical software.

Descriptive Analysis was used to discern the demographic and related data through Tables and Charts indicating the Frequencies, Mean and Standard Deviation. For Inferential Analysis, the Effect among the variables was first investigated through Correlation Analysis, which was followed by assessing the Linear Relationship among the variables. This helped the researcher select Linear Regression as the consequential analysis method. Having met all established assumptions, Multiple Linear Regression was thence used at 1% level of significance, to examine the strength and direction of the relationships within the variables.

To adhere to ethical standards of research, permission has been sought from the UNICAF University ethics committee. The purpose of the study has been explained to the supermarkets where participants have been drawn to avoid confusion. The researcher has ensured that anonymity and confidentiality principles have been upheld throughout the study. In the modern business management, there is a mounting pleasure of the importance of promoting employee performance using organizational structure (Wanjohi, 2019). Pugh, (2018) listed the main advantages of a centralized organizational structure which included: consistency across the different levels, departments of the business, directions within the business are clear and straight and their management grip of business operations. The present study has been able to successfully unveil whether these advantages count towards employee work satisfaction.

The researcher believes that the results of this research will be important to business organizations including Supermarket Industry as they will give quantifiable relationship of centralized organizational structure, employee job satisfaction and servant leadership specifically. According to Njung'e (2017) supermarket Industry is touted as a major contributor of Annual Gross Domestic Product (GDP) of many countries such USA, UK, Kenya, South Africa; hence a study focusing on their management structure is highly required in empirical literature. Schnetler

et.al. (2015) acknowledges that an understanding of how entrepreneurs structure their firms is critical to the success of an organization.

On a wider level, the results of the current study will help the user understand the preferences of the employees in the supermarkets in Nairobi, Kenya, insofar as the leadership style and organizational structure is concerned. The communication and decision flow and the closeness of control exhibited across the supermarkets in Nairobi, Kenya, will be explored to reveal the optimum structure to implement across these critical retail operations. The research will therefore aid Retail Trade Association of Kenya, which is in charge of representing all retailers in the country, to make an informed decision on whether to encourage centralization of the structure of supermarkets in Kenya, and if so, in what way.

In addition to the need to have businesses, including supermarkets in Kenya have more attention from the local and national government to develop them through faster licensing and spending on training of employees to enhance their performance (Karanja, 2022), the optimum organizational structure needs to be developed. The study results will help the sector to gather more evidence on relationship between centralized organizational structures as a one variable and employee job satisfaction as the other variable.

Considering the upheavals that this sector has faced in the recent times but facing a slow growth in economy (Reuters.com, 2022), the current study will contribute in a timely fashion, the understanding on whether servant leadership is truly beneficial to salvage employee morale, hence increase their output, and lead to better service delivery to customers – who are critical for the success of any organization. The present study used the supermarket Industry in Kenya to investigate these relationships. The outcome of the study will also help retail managers during decision making and act as an advisory when making strategic decisions. Alternatively, the results

of the study may lead to increased performance of various supermarkets and other retail business once the moderating role of servant leadership is determined as may inform the leadership style chosen. It will also form a basis for further research on the area organizational structure and employee job satisfaction.

### Research Questions and Research Hypotheses

The research is set to use the questions below

- Q1. What is the impact of centralized organization structure on job satisfaction?
- Q2. Does centralized organizational structure impact on servant leadership behaviors?
- Q3. What is the impact of servant leadership on employee job satisfaction?
- Q4. Does servant leadership play a moderating role between centralized organizational structure and employee job satisfaction?

### Hypotheses

The research is set to use the hypotheses below

H 1 0 - There is no significant impact of centralized organizational structure on employee job satisfaction

H 1 a - There is significant impact of centralized organizational structure on employee job satisfaction

H 2 0 - There is no significant impact of centralized organizational structure on servant leadership behaviors

H 2 a - There is significant impact of centralized of organizational structure on servant leadership behaviors

H 3 0 - There is no significant impact of servant leadership on employee job satisfaction

H 3 a - There is significant impact of servant leadership on employee job satisfaction

H 4 0 - Servant leadership does not play a moderating role between centralized organizational structure and employee job satisfaction

H 4 a - Servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction

## CHAPTER 2: LITERATURE

The main intention of this quantitative study is to assess the relationship between centralized organizational structure and employee job satisfaction and the moderating effect of servant leadership. The chapter starts with the theoretical foundation and conceptual framework of the study followed by a review of the literature relevant to the various objectives of the research. The chapter concludes with a summary of the literature reviewed.

The researcher in compiling this work engaged some methods which enabled the tap of rich information about the topic at hand. In the method search questions were constructed, databases listed down, and key words identified. The key words and phrases used for searching purpose include Centralized organizational structure', 'servant leadership', 'Job satisfaction', Employee job satisfaction', 'styles of Leadership', 'Employee Performance', 'Theories of Leadership', 'Organization structure theories', 'Classical theories of organizational structure', 'Centralized decision making', 'Organizations', 'systems approach', 'Employee Satisfaction', 'employee motivation theories', and 'employee motivation'.

The author has reviewed the relevant literature from the above sources mostly covering, but not limited to, the recent decade from the following search engines and databases: Google Scholar, Google, Emerald, ProQuest Central, ResearchGate, Academia.edu, SAGE Journals, Science direct, and Mendeley. Journals included: International Journal of Asian Social Science, Leadership and Organizational Development Journal, Journal of Management Sciences and Organization, The Journal of Business, Economics and Management, Journal of humanities and Social Sciences, Problems and perspectives in Management and International Journal of Management.

## Theoretical/ Conceptual Framework

### Theoretical Framework

There has been a shift from Classical management theories including scientific management and administrative theories, as developed by Frederick Taylor, to Modern Management Theories over the last century (Khorasani and Almasifard, 2017). The present study's foundational underpinnings were based on Modern Management Theories rather than Classical Theories of Management. The choice of using modern management theories has been opined by (Wicker, 2016) in explaining current issues, where the author observed that using modern management helps to explain: productivity, decision-making, employee engagement, objectivity, and adaptability in organizations.

These theories explain well the concepts of employee engagement, productivity and objectivity and that cannot be explained better without recognizing the importance of job satisfaction and servant leadership in organizations. The study undertakes Modern Management Theory also because employees are complex beings, and their satisfaction can emanate from factors other than money alone (Wicker, 2016, and Khorasani & Almasifard, 2017). Conversely, Classical Management theory is more of transactional orientation. This is also supported by various Motivation theories including the motivation-hygiene theory is also known as Herzberg's two-factor theory or Herzberg's dual-factor theory which refers to Motivation factors leading to job satisfaction including the need for self-growth (Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Employee Job satisfaction is an indication of how happy you are with your job, theories must be redesigned to incorporate the most recent results in human psychology (Khan et al. (2021).

The classical theory of management was postulated by Taylor and Weber in 1947 and additions made by Fayol in 1949. The theory categorically explains organizational structure and



focuses on the formality of an organization and does not recognize the human aspect, in other words the employees in the organization (Adeniyi 2018). Authors such as Chin (2016), Gil et. al., (2018) and Csaszar (2009) have argued that the theory concerns itself with the best way of breaking down tasks, grouping them logically, and simplifying the coordination within the organization.

Similarly, Kitaeff, (1994) noted that the classical theory advocates for division of labor, departmentalization, coordination, functional processes, and the span of control. These are important for the effective management of organizations. These characteristics are portrayed in centralized organizational structures as the structure demonstrates clarity in decision-making, straight implementation of policies and initiatives since authority comes from top leaders, and a tight grip by the leader over the strategic direction of the organization (Goswami & Goswami, 2010).

However, according to Kovaçi et. al., (2021) the theory has several criticisms which include: a rigid static view of organizations, closed-system view of organizations with no interaction with its environment, oversimplified assumptions, and a focus solely on the structural and technical aspects of organizations. Moreover, the theory is criticized on many aspects, especially by the behavioral scientists who believe that the classical theory focuses solely on the formal structure, and not sufficiently with the individuals who make the structure work.

Conversely, Udy (1959) says that the classical theory is a static approach, paying too little attention to the many interactions that take place between different parts of an organization, and that some of the principles of this theory appear contradictory. Neves (2012) describes some of the principles of this theory as “no more than proverbs” and being simple generalizations devoid of predictive power. These criticisms are also opined by Aasved (1979). Similarly, Shrader (1984) observes that the centralized organization demonstrates a rigid static view of organizations. This

means centralized organizations are controlled through coercive power without proper participation expected at all levels (Partida 2013). Based on the criticism of the theory, there is a gap on how the centralized structure relates to employee job satisfaction. Further, there is need to decipher whether servant leadership can moderate to overcome the criticisms.

One such Classical Theory is Scientific Management, which further explains on the concept of specialization and division of work, while the administrative theory points toward the element of hierarchy in management (Wren et al., 2002 and Voksted, 2017). Moreover, administrative theory would be contrary to Zero Tolerance policies that are sometimes applied to modern organizations (Schimmoeller, 2012). Conversely, Fredrick Taylor's theory of scientific management is considered as a contender when selecting the ideal classical management theory, since it focuses on the distribution of the work, while administrative management emphasizes on the reactions from the employees.

On the same vein, scientific theory talks about one subordinate reporting to multiple supervisors (Nadrifar et al., 2016). Two factors emerge from this comparison; 1) the functional view of scientific management may lead to the lack of accountability and clarity of giving and receiving orders, and 2) Administrative theory stresses the importance of having the right person on the right job. The modern management theories used in this study are: Quantitative Theory of management, Systems Theory, and Contingency Theory.

Quantitative Theory of Management considers the risks and limitations of each action before implementation (Coetzer, 2018), which means the quantification of the consequences. There is an immense use of statistical modes to derive the decision; arguably this has to be coupled with the understanding of the human element to make the most appropriate decisions within the organization. This theory gained prominence during the Second World War which was fought

between 1939 and 1945, where experts used arithmetic and numerical methods first developed by Taylor and Gantt to find solutions of logistical tribulations during the Second World War. The theory was explained by the school of mathematics and recommends the use of computer programs and techniques guided by mathematics to get to the bottom of management questions and help in the making of decision process by top management teams in trying to strengthen the performance of institutions.

The quantitative theory has three branches: Management Science which utilizes mathematical models to aid in decision making, Operations Management which places its emphasis on effective management, and Management Information System that makes use of information systems in making decisions. This theory formed the basis of finding out the solutions for some of the specific objectives which concerned understanding the impact of the centralized structure on employee job satisfaction, as well as determining the impact of the servant leadership as the moderating variable in a centralized structure setup.

The quantitative theory was used to gauge and explain how the management in supermarkets applied the three branches of the theory: effective management, use mathematical models, if any, and information system, as they are opined to enhance Job satisfaction. This assertion now reflected to ask if centralized organization allows for the practice of the quantitative theory three important branches comfortably. Coetzer (2018) similarly used the quantitative theory to determine the impact of a servant leadership involvement on work commitment and the effect of burnout.

Further, Systems Theory conceives that every level of employee working synchronically is vital for organizational success (Khorasani & Almasifard, 2017). Ludwig von Bertalanffy postulated the theory in 1942 noting that employees are critical for organizational success, whilehe

explained the business functions in relation to the human body, where argument is was that like the human body, a business has several components that have to work together forming a system which connect to a larger system to ensure that the functions are correctly performed. The system theory, in reference to Khorasani and Almasifard (2017), advocates for three basic motives or needs: security, arousal, and autonomy.

The theory is related to the current study as one of its objectives includes an understanding of the impact of centralized organizational Structure on servant leadership behaviors. In this research aim, the study is set to explore whether the behavior of servant leaders is encouraged or not, in the centralized structures mounted by organizations. Another question which this theory is believed to guide is whether servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction. In this question a clear understanding of the behaviors of servant leadership and how those behaviors relate to centralized structure was investigated.

The theory was developed by Bertalanffy (1940) and view organizations as open social systems that must interact with their environments in order to survive. According to Hersom (1970), the systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate a phenomenon from a holistic approach. Similarly, Kushner (1994) posits that the systems approach views an organization as a total system comprising several interacting and interdependent variables.

Thus, as observed by Ntale, et. al., (2020), the systems approach is concerned with the interaction between the different aspects of the organization including: people, formal structure, technology, and the environment. The systems approach does not view organizations as static

arrangements of jobs, but instead calls for identifying the functions required in terms of the decision areas involved in achieving goals (Kushner, 1994). The problems are analyzed to unearth the critical variables and constraints and their interaction with one another.

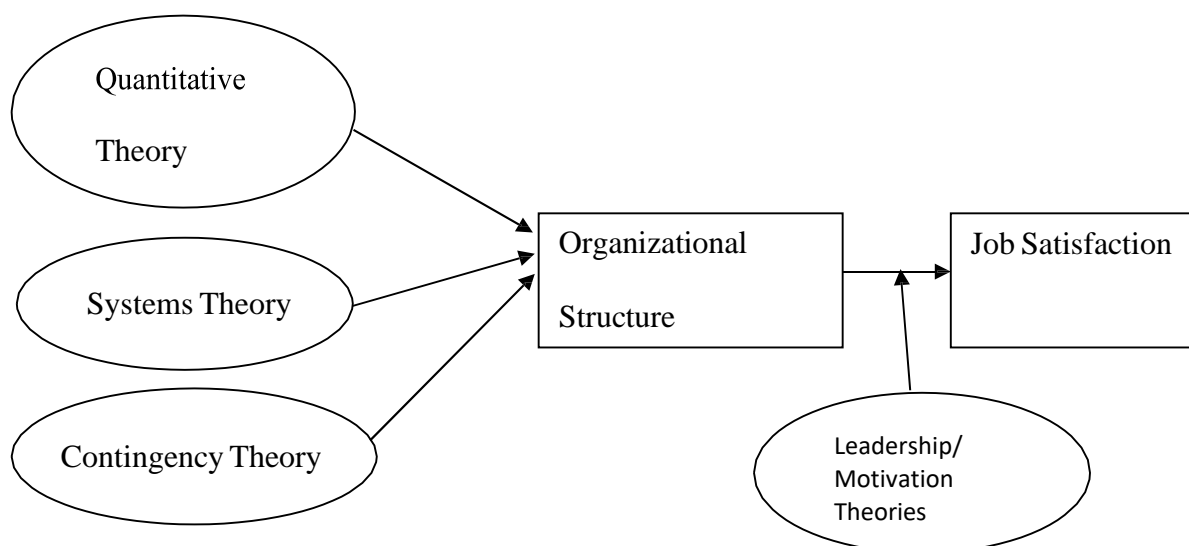
The theory is criticized for failing to properly appeal on the way an organization works and solves problems probably by relying on different techniques and methods. Hence arguably, the theory fails to demonstrate or provide universal approach to management. This shortcoming is also an issue in the centralized organizational structure as the top leader dictates the method or technique to be used to solve a problem therefore neglecting any conventional method or technique that can be adopted by the employees to tackle a problem.

The theory helped to understand how centralized organizational structure provides for security, arousal, and autonomy of employees at their jobs at the supermarkets in Kenya. Since one of the variables employee job satisfactions by clearing understanding the basic needs advocated by the theory as they are integral in enhancing job satisfaction. Wanjohi et.al, (2019) observes that job security is one of the integral and psychosomatic requirements of workers that must be incorporate in the management of organization to facilitate sustainable productivity, and the most excellent approach to do this is make sure that the structure of the organization are designed and chosen in a manner that provides for job security as in order to discourage job dissatisfaction. The theory was also used to understand how servant leadership helps in arousing the employees towards high performance of their duties. Similarly, Schnetler et. al. (2015) used the system theory where they looked at the characteristics of matrix organizational structures and their advance effects on project accomplishment. Since matrix structure is composed of various departments, their study used the theory to question whether the subsystems in the matrix structure are coordinated for effective project success.

Conversely, the Contingency Theory believes that the strategy of the management is dependent upon the circumstance at hand, and that the variables determine the management strategy: organization size, technology used, and the leadership style (Donia et. al., 2016, Burns, 2007, and Kang'ethe et al., 2019). The theory was postulated by Fred Fiedler on 1965 and states that the way you administer an organization should be modify depending on the situation at hand. The theory approach is based on the environment, management concepts/techniques and the contingent relationship between them. The theory relates to the study as it helped understand some research questions of the study such as what the impact of centralized organizational setup management on worker job contentment by analyzing the kind of work environment in a centralized organization, the management techniques used in solving problems in supermarket in Kenya which are under centralized organizational structure.

In the same vein it gauged the effectiveness of the contingent measures taken up by the leaders in the centralized structure. Further, it helped understand the impact of servant leadership characteristics on employee job satisfaction by evaluating if centralized organizational structure allows effective servant leadership and how effective is servant leadership in applying effective contingencies. Donia et. al. (2016) used contingency theory in understanding servant leadership and employee outcomes. Also Burns, (2007) used the contingency theory in a study where he analyzed the effects of transactional manner and transformational method of leadership on job satisfaction where transactional and transformational leadership were evaluation against the elements of the theory.

Figure 2.1 Theoretical Framework



The researcher acknowledges that there are other theories of management in literature. Throughout history, from erstwhile scholars such as Udy (1959), to modern-day scholars such as Goswami & Goswami (2010), Pakarinen & Virtanen (2017), Abouzeedan & Hedner (2012), Ahuja & Carley (1999), Arney (2007), many have studied organizational structures and their benefits to the organization and employees. The studies have exposed various ways on how to look at organizations, analyzing the organizational behavior and grasping the dynamics driving their functionality and accomplishment.

More recently, Ntale et. al. (2020) said organizations are going through a new kind of globalization component; that is the e-globalization; which encompasses the advent of globalization affects organizational planning, leadership, and structure. This happens as globalization impacts organization as means of communication and technology changes (Neves 2012). According to Lock & Seele (2016) new paraphernalia of communication and technologies for management of organization are being invented as time passes, and in this respect organization are not left behind in inventing ways which could make them more efficient; this phenomenon has

an impact on the organizational structure. Arney (2007) opined that organizations can be examined from different viewpoint including the task characteristics found in organizations. The task characteristics approach assesses the effect of job kinds within organizations and how they affect employee satisfaction.

Other angles of studying organizational structure include: the Job Characteristics Model (JCM), Social Information Processing Model (SIPM) and the Total Quality Management (TQM). JCM proposes that the job being performed by an employee is integral to the motivation of the interview. SIPM believes in the unique behavior and problems of organizations make them to make decisions as per the social information amassed and that increases their chances to engage in better organizational management. TQM is whereby organizations seek to achieve continuous process improvements so that variability in management practices is constantly reduced. In the 19th century, the traditional organizational theory was developed which included the bureaucratic-style structure. In this style, one bureaucratic head manages over many layers (Harris & Raviv 2002).

The theory principle was that the leader in the organization has the top authoritative role to play, and beneath this position are other various managers. Buşe, et. al., (2018) argued that managerial functions are advocated to be divided as move from to leader to lower managers to serve any of the following functions in management: planning, organizing, staffing, and controlling. However, Huggins (2019) observed that this traditional theory model of organizational structure does not give enough credit to the human skills and motivations to influence productivity in the workforce. This type of structure depicted by traditional theory also was not vilified by King & Granville (1999) noting that in such structures, employees are understood as persons with



capacity to perform duties without supervision or self-govern, nor do anything, towards contribution towards management of the organization.

Another perspective of organizational structure is the temperaments. Some authors such as Harris & Raviv (2002) and Buş, et. al., (2018) have observed four key theoretical temperaments of organizational structure. These are: rational closed system, natural closed system, rational open system, and finally as natural open system (Wang & Zhan 2014). Unlike the traditional organizational structure which does not put into valuation the human element including emotions and motivators driving the workforce, the natural open-system theory does recognize the human factor.

Organizations acknowledge the significance of the human factor in the planning of organizational structure and use that to improve their productivity (Adeniyi 2018). The open-system theory according to Hersom (1970), not only empowers the managers, but also upholds the ideology that every company is unique. Each company has different issues to tackle and thus a unique system must be embedded in the organization structure. Waldersee et. al., (2003) opined that the rational closed approach used to comprehend organizational structure emphasizes the legal component, task-oriented perception of organizational analysis.

The rational approach was based on the early scientific management theories as postulated by Fredrick Taylor in 1909. The theory explains the way the production processes can be optimized by having an organizational structure with division of labor. The natural closed system approach is more concerned with the informal organizational structures and the values of participants rather than the formal organizational build-up (Kushner 1994). This idea of the natural closed system approach is based or supported by theories such as the theory of cooperative system which emphasizes on cooperative nature of organizing processes, and the framework theory which

emphasizes on the coordination of the contributions of the individual participants. Also in that school of thought is the human relations theory of organizational thinking which emphasizes on the human factor and the importance of the informal structures in organizations (Hersom, 1970).

The rational open system approach views an organization as a non-bounded entity which is in interaction with its surroundings. This approach emphasizes that the organization must remain interdependent with its environment (Son 1986). The tenets of this approach are supported by the administrative behavior theory of Herbert Simon of 1945, and the contingency theory by Lawrence and Lorsch in 1967. Accordingly, the contingency school of organizational analysis emphasizes the existence of multiple numbers of environments corresponding to different types of organizations (Csaszar 2009).

On the other hand, the Human Relations theory was developed by Elton (1932) basing on the Hawthorne electric plant on how best to manage workers and to improve production. This theory is commonly referred to as neo-classical theory (Kushner 1994), and states that while designing an organization structure, its main facet is that the people who are employed there and their behavior should be taken into consideration. According to Huggins, (2019) the theory asserts that no manager can think solely of job descriptions without thinking how and why people behave as they do, and what influences their behavior.

This theory has been well demonstrated by the Hawthorne studies which showed that the way the people behave at work is affected by many other factors other than monetary considerations. Authors such as Hersom (1970), Chin (2016) and Abouzeedan & Hedner (2012) criticize the human relation theory citing: undermining of the role of economic incentives in motivation, as well as the excessive focus on social and psychological factors. The authors however do agree that if the wages are too low, employees will feel dissatisfied despite good

interpersonal relations at the workplace. Accordingly, Kushner (1994) finds that although many studies have been done about people in organizations, there is still a great area that we do not understand about human behavior.

Since a centralized organizational structure is run by a central authority and common rules, the employees may feel dissatisfied despite having good human relation from the managers (Ahuja & Carley, 1999). From the literature already in place by authors such as Hersom (1970), Chin (2016) and Abouzeedan & Hedner (2012), it may be apparent that centralized organizational structure hardly makes employees satisfied; but there are some researchers who have argued the centralized organizations do impact employees satisfaction positively. Notably, there is a gap surrounding the literature on the human relation theory as there is scanty clarity on relationship between centralized organizational structure towards employee satisfaction within an environment where servant leadership is practiced.

The decision-making theory on the flip side by Herbert in 1948 observes an organization as a structure of decision makers (Goswami & Goswami, 2010). The theory believes in an organization where decisions are made at all levels. However, important decisions tend to be made at the top management. The decision-making approach to organizations accepts the hierarchical form of organizations (Hersom 1970). The theory is criticized for having unrealistic assumptions, such as the amount of information available and an individual's capacity to processes the information to make an effective decision towards the management of the organization. Huggins (2019) argues that centralized organizational structure relates directly to the decision-making theory as the structure does not allow decision making in the lower levels of management. However, the issue of servant leadership is not addressed by the decision-making theory, hence a gap that the current study incorporated in improving the theory.

Conversely, the Weick's model of organizing is a sophisticated theory of organizational structure (Wang & Zhan 2014). It a process of organizing as a set of interconnected communication procedure that are used to resolve the equivocality of uncertain situations for promoting problem solving. The theory has three important tenets: employees in each level make a choice about their interpretations, the employees in each level choose the type of rules for processing decision, and in each level communication cycles start to work on those decisions. Centralized organizational structure does not allow levels of organizational structure to make choice among interpretation; rather one decision trickles down from the top leader (Kिताeff 1994).

Conversely, Csaszar (2009) acknowledged that communication in the centralized structure comes from the top leader, rather than cycling from the various levels of the organizational structure as advocated by The Weick's model. The Weick's model reduces the organization's decision-making speed as employees must continually check with their managers (Abouzeedan & Hedner 2012). This concept is also replicated in the centralized organizational structure, where lower-level employees are always supposed to seek direction from the top leadership (Goswami & Goswami 2010).

Taking a social perspective, Eichhorn, R. L., & Etzioni, A. (1965) defined Organizations as social units which are fully dependent upon people and their interactions. Identifying decision-making authority and control, they coin the phrase 'power centers' recommending that power centers must review continuously the performance and update the organizational structure whenever required. This is interesting because people constitute the decision-making authorities, yet people are to be empowered by making their own decisions to help their social interactions and work output set at the optimum level. The authors posit that the classical or scientific approach was established in search for greater effectiveness and efficiency in organizations, where

employees are motivated by economic rewards, with prevalent division of labor and highly specialized personnel. The researchers further postulate that the major modification of the Classical approach has been the tendency away from prescribing the right organizational structure to exploring why certain forms of organizational structure are more effective than others, hence the Neo-Classical approach. The authors compare centralization to decentralization, and which one yields more efficiency and effectiveness for an organization. Furthermore, the researchers argue that the Human Relations approach was born out of a reaction to the Classical formal approach, considering the elements in the organization which did not concern the Classical approach.

Thus, the gap in this theory is that where else lower levels may fail to seek or consult the superiors, it is not clear in the literature whether servant leadership has an impact on the consultation between lower-level employees and the top leadership. It is intriguing to find whether there has been any impact due to servant leadership, in the information system set for the organization, since the decisiveness gained by using the information system is required for sustained competitive edge of the organization. The summary of the theories on organizational structure are shown in Table 2.1 below.

**Table 2.1 Summary of Organizational Structure Theories**

Name of Theory	Theory Statement	Criticism	Gaps in Relation to Current Study
The Classical Theory Taylor and Weber (1947): Fayol (1949).	Comprises of scientific management, bureaucratic approach and administrative theory of	-A rigid static view of organizations -Closed-system view of organizations with	- The theory concerns with formal structure, and not individuals who make the structure work. Therefore, gap exists within the

	the organization. Focus on formal organization and concepts to increase management efficiency.	no interaction with its environment - oversimplified assumptions	theory on how structure relates to employee job satisfaction that makes the structure.
The Human Relations Theory (Elton (1932)	Focuses on worker satisfaction as a means of influencing employee productivity.	The theory undermines the role of economic incentives in motivation, as well as the excessive focus on social and psychological factors	- The theory does not explain centralized organizational structure which is run by excessive coercive power and dictatorial rules in reference to having good human relation from the managers.
The Decision-Making Theory (Herbert (1948)	Observes an organization as a structure of decision makers and thus, critical decisions are vested in top leader.	Unrealistic assumptions, such as the amount of information available and an individual's capacity to processes the information to make an effective decision	- Servant leadership is not addressed by the decision-making theory. How then can servant leadership improve decision making theory in centralized organization?
Weick's Model (Karl 1969)	Focuses on organizing a kind of communication that is used to solve issues in the organization.	-Too inflexible	- Where else lower levels may fail to seek or consult the superiors, it is not clear in the literature whether servant leadership has an impact on

			the communication flow between lower-level employees and the top leadership.
The Systems Approach by Bertalanffy (1940)	Organizations contain social systems that must interrelate with their surroundings to survive.	The theory fails to demonstrate or provide a universal approach to management.	- Lack of explanation in relation to the system theory and centralized structure which functions by dictation from the top management

### Leadership Theories

The section reviews the literature on leadership theories which has some functional characteristics like servant leadership. In reviewing the literature, the researcher wanted to understand the evolution and thoughts of what a leader is, what their characteristics are, and what their behaviors are in relation to servant leadership. These areas of leadership characteristics like servant leadership are brought out in the literature. Lastly, emphasis has been given to the servant leadership theory which is the key topic under the present research. The characteristics of servant leadership informed what would be effects of servant leadership on employee job satisfaction when centralized organizational structure is adopted by an organization, especially supermarkets type of organizations.

The trait leadership theory, originally developed by Thomas Carlyle in 1849 proposes that there are those born with some special qualities that make them become great leaders (Bugenhagen, 2006). Similarly, Spain (2014) argues that leaders have in-built character traits making them unique, and that the leader's personality and characteristic are crucial. Among the

limitations of this theory is that it focuses only on two aspects, the individuals and the work the individual do (Vito et. al, 2014).

Also, studies such as Andersen (2018) and Martin (2018) have shown that there is no assurance that an individual's possession of specific traits make them successful in their roles. This is an important dimension to the argument because despite having the 'best' leadership traits, the followers may not appreciate or require those traits, say in a particular situation. Further, certain traits distinguish a leader from others including: integrity, honesty, drive, self-confidence, business knowledge and cognitive capability (Stanley, 2004). This theory helped the researcher to know if a leader's traits as such as listening, empathy, persuasion and foresight evidenced in servant leadership, have any significant effect on employee job satisfaction in a centralized organizational structure.

Notably, the trait theory assumes that leaders are born with certain characteristics and that there some characteristics suited for leadership. However, the theory is criticized as the theory does not have fixed number or list of the leadership traits. On the other hand, the approach does not recognize situations such centralized organizational structure. The study uses this theory to question which traits exhibited by servant leadership might be viable for leadership and enhance employee job satisfaction and more so in a situation of centralized organizational structure.

Participative leadership theory according to Creed (1978), advocates for collectiveness or oneness in the organization. The theory brings out the meaning that all employee or teams of the organization work together harmoniously and synchronically to make decisions. The key characteristics of participatory leadership is allowing members to be part of decision making and keeping lower level followers informed of the accurate state of affairs (Schuler, 1973). The current study will focus on some characteristics featuring in servant leadership such as awareness and



stewardship, the tenets of the participatory theory. Accordingly, the participatory theory assumes that contribution in decision-making derive better understanding of the subject by decision makers (Festa, 1991). Consequently, the theory aided in ascertaining whether traits such as awareness of servant leadership qualities improve understanding of employees in a centralized organizational structure. The concept of inclusion of employees in the decision-making process appears to contradict a centralized organization setting where decisions are usually top-down.

The words “transformational leadership” was coined in 1973 by Downton, in his infamous paper which was titled “Rebel Leadership: Commitment and Charisma in a Revolutionary Process”. From that time the theory has become the most reviewed and contended concept around the field of leadership for over the past three decades (Spinelli, 2004). Matey (1991) defined a transformational leader as one who engages and increases the consciousness of their followers regarding the grandness and esteem of the objectives, as well as the strategies to attain those goals.

Many authors have advocated for transformational leadership as a sure way to lead to derive organizational results through employees. Aunjum, A. H., Abbas, G., & Sajid, M. (2017) in the Pakistan banking sector, find that four facets of transformational leadership are important to motivate employees: Idealize Influence, Individual Consideration, Intellectual Stimulation, and Inspirational Motivation. Similarly, Chua, J., & Ayoko, O. B. (2021) find that employees' perceptions of transformational leadership positively related to employees' self-determined motivation and engagement.

Likewise, Shafi, M., Zoya, Lei, Z., Song, X., & Sarker, M. N. I. (2020) found that the Idealized Influence, Intellectual Stimulation, and Inspirational Motivation have a great influence on organizational innovation and employee creativity; through transformational leadership. Further, Rawat, S. R. (2015) found that there is a significant relationship between transformational

leadership and employee's morale. However, the finding by Susanto, A. (2021) is interesting because the author postulates that transformational leadership only moderately affect work motivation. This creates the need to research into a style that is surely going to lead to employee motivation and their increased job satisfaction.

Servant leadership advocates for consciousness, or awareness, of their followers (Ramseur, 2018). One of the assumptions of the transformational leadership theory is that people would always align themselves with a person who inspires them (Washington et. al., 2014). Conversely, transformational leadership theory may appear too conceptual, missing the fact that some employees need guidance, as they go about their duties. Similarly, servant leadership makes followers to emulate the leader. The present research accordingly aimed to determine whether employees under servant leadership need some guidance hence affecting their job satisfaction.

Transactional Leadership Theory was first developed Max Weber in 1947 and later Bernard Bass gave more contributions on the theory in 1981. The theory is based on basic management of organizing controlling and planning. The theory altered the judgment of leaders from the leadership and followership context to being more of an exchange between the leaders in their position of authority and their followers in their capacity as workers of the organization (Madzar, 1996). Burns (2007) defines a transactional leader as one who is task oriented, ensuring that the required standards are adhered to by the followers. Sanders et. al. (2003) stated that transactional leaders perform within the organization's constraints and obey the laid down rules and regulations.

However, Sanders, et. al., (2003) explained transactional leadership as a type of leadership that is focuses on contingent-reward type of management. The author continues to opine that there exist positive and active interchange between leaders and followers. The followers are

said to be compensated or recognized for accomplishing set objectives. Transactional leaders have some characteristics like servant leaders such as empathy and persuasion. However, it is widely agreed that transactional leadership limits the amount of innovation that is achievable by the followers. In this regard, the present research tried to learn whether the shared characteristics such as empathy and persuasion could contribute to any hindrance to innovation leading to job dissatisfaction.

Behavioral approaches to leadership argue that the success of a leader is based on their behavior rather than their natural attributes (Shafique & Loo-See 2018). Researchers investigating the behavioral or style approach observed that leadership is composed fundamentally of task behaviors and association behaviors. The methods that leaders unite these two types of behaviors to influence others are the essential purpose of the style/ behavioral approach (Girczyc, 2008).

One major issue about this theory is that leaders varied based on the means they deal with problems or issues affecting their followers. Also, it seems that displaying consideration (or behavior) might be the common outcome of being a thoughtful leader. The theory emphasizes on how leaders behave and assumes the behavior of leaders tries to make followers to copy the traits of the leader. All leaders including servant leaders display a certain type of behavior, thus the current research attempted to investigate whether the behavior displayed by servant leaders may lead to followers imitating the traits of their leaders leading to job satisfaction.

Situational Leadership theory was developed by Blanchard and Hersey in 1969. The situational approach to leadership suggests that a leader's attention should be paid to the demands of a given situation (Johnson, 2018). Effective leadership therefore occurs when the leader accurately diagnoses the development level of the subordinates in a task situation and then uses a leadership style that matches that situation (Raei, 2018). Similarly, McCleskey (2014) states that

the situational theory of leadership refers to those leaders who adopt different leadership styles according to the situation and the development level of their team members. Further, Rawat, S. R. (2015) likewise argue that depending upon the kind of followers, leaders exercise different styles of leadership ranging from autocratic, democratic, laissez faire to transformational leadership.

A situational leader is deemed effective in giving direction and providing constant supervision; similarly in servant leadership, a leader gives direction and stewardship. Ramseur (2018) described that Situational leadership theory depends only on a curvilinear connection among the task to be done, relationship behavior and maturity of the people entitled to perform the task. The theory helped to check whether emotional support in servant leadership which is also expressed in situational leadership impacts on the job satisfaction of employees. Situational leaders may constantly change their approach to address each team or individual's needs which might result in employees' disquiet due to the use of varying approaches. Servant leadership does not embrace situations, hence shall help to gauge the impact of emotional support on employee job satisfaction. In addition, in a centralized organizational structure, decision are made at the top and trickle down to lower employees thus the issue of addressing each employee is not given prevalence.

Another interesting theory is toxic leadership, which is based on the negative aspects of leaders within their leadership traits (Erdal & Budak, 2021). The researchers argue that such leaders possess narcissistic characteristics but may also be charismatic and authoritarian. Toxic leaders potentially do more harm than good to the organization and its employees. Results of their study revealed that toxic leadership negatively impacts upon organizational trust and job satisfaction.

Contingency Theory of Leadership was coined by Fred Fiedler in 1962, the leadership theory is raptly linked with the situational approach, as it highlights the notion that leadership could not be tacit simply on individual characteristics and capabilities; it is also dependent upon situational dynamics (McCleskey 2014). This concluding debate enthused the improvement of the “contingency” theory of leadership. According to Dessler & Valenzi (1977), it is worthy to note that the contingency approach is an improvement of the situational outlook of which the focal point is to determine the situational components that envisage the appropriate leadership style to suit a precise setting.

The effectiveness of a leader is dependent upon the diverse eventualities; as it relates to subordinates, tasks and/or group variables (Morgan, 2018). Related to this leadership theory, a servant leader advocates on engagement with subordinates. The leader’s behavior is thereby reliant on the importunities presented by the condition. These approaches emphasize the importance of utilizing the various styles of leadership suitably to the requirements created by the diverse organization’s settings.

Contingency theory is well researched by many scholars and is one of the first leadership theories to emphasize the impact of situations on leaders (Beverly, 2016). The weakness of this theory is that it has not adequately explained the link between styles and situations (Tamvakologos 2018). Furthermore, the contingency theory may not be easily used in organizations and may not fully explain how organizations can use its results in different situations. This phenomenon featured to also explain whether servant leadership can be used in different situations or not, and how that impacts on employee job satisfaction.

Finally, Servant Leadership Theory was developed by Robert Greenleaf in 1970 and emphasizes on individual veraciousness and being of service to other individuals: the workforce,

clients, and the general public (Cojocar, 2008). Although this concept is old, the modern concept of servant leadership was examined by Greenleaf in the year 1970, where he argued that servant leadership builds unanimity in gatherings as opposed to utilizing forced administration (Greenleaf, 1970). Servant leadership begins with the natural feeling that one wants to serve first; then the conscious choice brings one to aspire to lead (Sweetman, 2010). Servant leadership displays characteristics such as Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of people and Building community in organizations (Andersen, 2018).

The difference manifests itself in the care taken when using these attributes, first to make sure that other people's highest priority needs are being served. The question posed is whether those served eventually grow as persons, become healthier, wiser, more innovative, and autonomous. Further, do the less privileged people within the organization also benefit and not deprived (Matey, 1991). Matey (1991) investigates the measurement of servant leadership through experimental examination, utilizing a representative of 298 employees.

Basically, the outcomes propose that that servant leadership is a multidimensional construct and at the individual level makes a unique contribution to employee performance and commitment. In the present study, this theory has been used to investigate whether the attributes of servant leadership help employees towards job satisfaction in centralized organizational structure and will affirm the results of Matey (1991). Vito et. al., (2014) argues that when employee performance increases then the employees are satisfied.

Thus, this research will use this phenomenon to cross check if servant leadership leads to employee satisfaction and hence performance of the employee. Similarly, Virgiawan et al., (2021) found that the performance of the state civil servants at the Ministry was positively and

significantly influenced by the work culture, especially in the use of working time effectively and efficiently and is closely related to how well a superior is as a role model who gives an example to subordinates in implementing time management well. This points to the fact that servant leaders lead by example, and they always seek to develop their followers. The study therefore provides a basis for conducting the present research with the aim to understand the impact of servant leadership.

Conversely, Burns (2007) opined that servant leadership takes long build, and that it doesn't work with every organization. Burns (2007) also argues that with servant leadership, the team can lose the sight of goals. All these limitations put into consideration to ascertain the effect of servant leadership in centralized organizational structure, and in a business setting of supermarkets in Kenya. Similarly, in servant leadership the leader should be a servant first, leading from a desire to better serve others and not to attain more power. The current study investigated the leadership in supermarkets and unearth whether they satisfy this tenet of servant leadership. The summary of these previous studies and the gaps is indicated on Table 2.2 below.

**Table 2.2 Summary of Leadership Theories**

/N	Theory	Statement of the Theory	Contribution to the study
	The Trait Leadership Theory (Carlyle in 1849)	Certain people are born with special traits that make them great leaders	To know if a leader's traits as such as listening, empathy, persuasion and foresight evidenced in servant leadership, are important for job satisfaction of the employees

	Participatory Leadership Theory (Creed 1978)	Members of the organization work together to make decisions	The theory aided in ascertaining whether traits such as awareness of servant leadership qualities improve understanding of employees in a centralized organizational structure setting
	Transformational Leadership Theory (Downton 1973)	Transformational leadership engages and increases the consciousness of their followers regarding the grandness and esteem of the objectives, as well as the strategies to attain those goals.	Used to determine whether employees under servant leadership need some guidance hence affecting their job satisfaction. Also, this theory helps understand whether specific servant leadership qualities also yield great organizational results
	Transactional Leadership Theory (Max Weber in 1947)	A contingent-reward type of leadership that has both positive and active interchange between leaders and followers	To examine whether the shared characteristics between transactional leadership and servant leadership such as empathy and persuasion could contribute to any hindrance to innovation leading to job dissatisfaction. Also, this theory helps understand whether servant leadership qualities are restricted to reward and punishment for performance and underperformance respectively
	Behavioral Approach	The success of a leader is based on their behavior rather than their natural attributes	The theory helped understand whether the behavior displayed by servant leaders may lead to followers imitating the traits of their leaders



			leading to more servant leaders in the supermarket industry of Kenya
	Situational leadership (Blanchard and Hersey in 1969)	Leader's attention should be paid to the demands of a given situation	The theory helped to check whether emotional support in servant leadership which is also expressed in situational leadership impacts on the job satisfaction of employees.
	Contingency Theory (Fiedler in 1962)	Leadership could not be tacit simply on individual characteristics and capabilities; it is also dependent upon situational dynamics	Used to explain whether servant leadership can be used in different situations, and how that impacts on employee job satisfaction
	Servant Leadership Theory (Greenleaf in 1970)	Emphasizes on individual veraciousness and being of service to other individuals	The theory was used to understand whether the characteristics of servant leadership moderated the relationship between centralized structure and employee job satisfaction

Source: Researcher (2021)

### Theories on Employee Job Satisfaction

The job characteristics theory of work attitudes and performance coined by Hackman & Oldham in 1975 posits that employee job satisfaction, intrinsic work motivation, and productivity are a function of the characteristics of a job (O'Brien, 1982). The tenets of this theory are the traits of skill-variety, task identity, task significance, autonomy, and feedback. It is the psychological growth of the employee that drives them to the right attitude and enhanced performance.

Psychological factors have empirically been established as the driving forces for employee motivation Pennington, D. C. (2018).

Empirically, authors have argued that the definitions of the job characteristics, especially skill-variety, were not well-stated, hence many studies may not be able to accurately determine independent job characteristics using this theory. Similarly, using the Job Characteristics theory, Saavedra, R., & Kwun, S. K. (2000) found that task significance and task autonomy were positively associated with activated pleasant affect. Skill variety was positively related, and task identity and task feedback were negatively correlated with activated unpleasant affect. Another study found that employees in organizations may have varied perceptions of availability of motivating job characteristics (Oerlemans & Bakker, 2018).

Other researchers have argued that to increase motivation and performance, jobs should be enriched, by giving greater opportunity to the individual for developing personal achievement (Faturachman, 1997). If jobs are made more challenging, motivating and satisfying to the individual, the employees would arguably find it interesting and look forward to getting up everyday for work that drives them. At this point, it may be viewed as important to review the Job Descriptions with the employees. The present study considers the importance of such discussions between the leaders and the employees, which are arguably more effective when the leaders possess skills such as trust development and genuine desire to serve the followers by ensuring they grow in their careers as the organization also aims for success.

In their study, Adegboyega, S. et al. (2017) compared the major theories around workplace motivation: Maslow, Herzberg and McClelland's Theory of Needs. The literature review showed that there is a clear relationship between Maslow's Hierarchy of needs Theory, Herzberg's Two Factor Theory of motivation and McClelland's need for achievement theory. The lower needs must

be met before higher order needs can have any motivational force and Herzberg's parallel hygiene factors must be met to prevent job dissatisfaction. Maslow's higher order needs serve to motivate people and are of an intrinsic nature which corresponds to Herzberg's motivational factors that are also intrinsic in nature. The researchers however recommended that organizations implement McClelland's theory in motivating its workforce.

Research has not been systematic related to motivation theories (Anderman, E. M. (2020). Bushi, F. (2021) provide a concise paper on motivational theories. The higher the motivation, the better the result of a job done. In this way, motivation theories present explanations, each in its own form, of how individuals should be motivated for better performance, respectively how employees in the organization should be motivated so that their work results in achievement of organizational goals.

Maslow's hierarchy of needs is a stepwise fulfilment of desires or employees that keeps them motivated (Tanner, 2020 and Ghatak, S., & Singh, 2019). This is a widely researched theory, but limitations have been noted nonetheless. The theory assumes, for instance, that all employees have the same needs; while people may have different perceptions and desires and in varying order. In line with this theory, Ristovska, A., & Eftimov, L. (2020) found that employee job satisfaction in Macedonia is materially influenced by factors facilitating the realization of self-esteem and self-realization needs, while the monetary benefits were not significant influencers of job satisfaction. This is considered by the present study as both monetary and non-monetary motivational factors are included as elements of job satisfaction and presented to the respondents.

On the other hand, Douglas McGregor's Theory X and Theory Y is two-fold: Theory X and Theory Y (Ahmad et al. (2021). Theory X assumes that employees are generally lazy and will avoid work where possible; hence must be closely supervised which requires a hierarchical structure and

a narrow span of control. Such employees need incentives to be motivated. Theory Y on the flip side, assumes employees being self-motivated and exercise self-control; and their leaders here will try to facilitate to ensure employees actualizing their potential (Zendage, (2018). Arguably, Servant leadership is more subscribed to the theory Y concept rather than Theory X style of leadership as it focuses on stewardship, facilitation of growth and humility with genuine care for the employees coupled with altruism.

Another theory is McClelland's need for achievement theory which argues that humans have three needs in terms of emotions: achievement, power and affiliation (Baptista et al., 2021). It could be argued, however, that the basic needs of humans are ignored in this theory. Conversely, the most widely researched theory around motivation and satisfaction of employees is arguably the Herzberg's motivator-hygiene theory, (Alshmemri et al., 2017) since its founding in 1959 by Frederick Herzberg.

The theory notes that motivators such as recognition, work itself, advancement, responsibility and achievement generate job satisfaction while their absence leads to no job satisfaction. On the other hand, lack of hygiene factors such as working conditions, pay, interpersonal relations, job security, company policies and administration produces job dissatisfaction (Malik, M. E., & Naeem, B., 2013). Hygiene factors are related to 'the need to avoid unpleasantness'. Motivation factors lead to job satisfaction because of 'the need of the individual for self-growth and self-actualisation' (Alshmemri et al., 2017).

Some authors have argued, however, that this theory may have some limitations. For instance, (Ozsoy, 2019) finds that while factors such as salary, company policy and administration, and work conditions, which are considered as hygiene factors according to Herzberg's two-factor

theory, were found to be important motivating factors, other factors such as responsibility, recognition, and growth were found to have less motivation impact.

Another theory around motivation is protection motivation theory, PMT, which holds that the ways in which people protect themselves are two-fold: threat appraisal and coping appraisal (Good & Hyman, 2020). The researchers argue that although a powerful yet universal emotion, only limited research has examined fear as a motivation factor. On the other hand, Park, J., & Ok, C. (2021) found that performance-based pay enhances job satisfaction. This could be because of the challenge it creates for the employee to work and achieve a certain target to derive benefits. Interestingly, the study found that the impact is stronger where average compensation of the organization is below the industry standards. This is an important finding that may impact the motivation and job satisfaction level of supermarket employees depending on how they perceive their compensation in relation to the industry. The summary of the theories on Job Satisfaction are shown in Table 2.3

**Table 2.3 Summary of Job Satisfaction Theories**

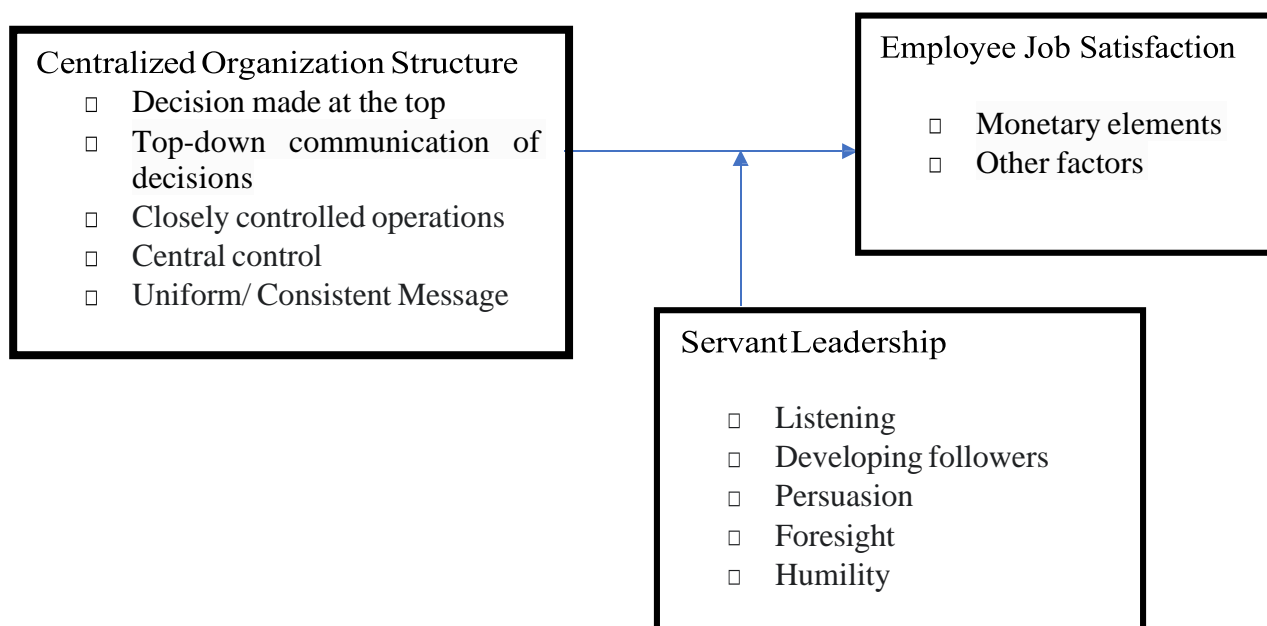
/N	Theory	Statement of the Theory	Contribution to the study
	Maslow's Hierarchy of needs Theory (Singh, 2019 and Tanner & Ghatak, 2020)	Lower needs of the employee must be met before the higher ones can have an impact	The current study considers a wide range of employee job satisfaction factors ranging from monetary to non-monetary rewards
	Herzberg's Two Factor	Motivator factors lead to job satisfaction,	The present research focuses on whether servant leadership behavior is a

	<p>Theory of motivation (Alshme mri et al., 2017)</p>	<p>while lack of Hygiene factors leads to job dissatisfaction</p>	<p>motivating factor leading to enhanced job satisfaction</p>
	<p>McClelland's need for achievement theory (Baptista et al., 2021)</p>	<p>Employees have three needs: Achievement, Power and Affiliation</p>	<p>The study seeks to determine whether the achievement and power needs come into play in the supermarket industry particularly in a centralized setting where the decisions are centrally made</p>
	<p>Protection-Motivation Theory (Good &amp; Hyman, 2020)</p>	<p>The ways in which people protect themselves are two-fold: threat appraisal and coping appraisal</p>	<p>The study seeks to determine, in the context of communication being top-down and decisions made centrally, how protected the employees feel particularly where they are not included in decision-making</p>
	<p>Douglas McGregor's theory of X and Y ((Zendage, (2018, and Ahmad et al., 2021).</p>	<p>Twofold: Theory X assumes employees are lazy and money driven, while Theory Y assumes employees are self-motivated and motivated easily also by non-monetary rewards</p>	<p>The current study considers a wide range of employee job satisfaction factors ranging from monetary to non-monetary rewards</p>

## Conceptual Framework

The study was conceptualized as shown in Figure 2.2. The conceptual framework (Figure 2.2) portrays the relationship between centralized organizational structure, servant leadership and employee satisfaction.

Figure 2.2 Conceptual Framework



The conceptual framework, Figure 2.2 depicts five key elements of centralized organizational structure namely: Decision made at the top, Top-down communication of decisions, Closely controlled operations, Central control and Uniform/ Consistent Message. These facets of centralized organization structure are conceptualized to have a relationship with employee job satisfaction. Job Satisfaction includes both monetary and non-monetary factors. Monetary factors include salary, Incentives and Bonus, while non-monetary benefits include career growth, relationships at work, leadership traits and empowerment to make decisions. The conceptual

framework (Figure 2.2) also depicts the moderating variable which is servant leadership, which the study is to explore if there is any affect to the association between the centralized managerial structure and employee career satisfaction. The elements of servant leadership include the traits of the leaders including humility, foresight, stewardship, taking responsibility and developing the followers personally and professionally.

### Effects of Centralized Organizational Structure on Employee Job Satisfaction

The concept of employee job satisfaction has become an important focus towards growth and performance of organizations (Abolade, 2020). Employee job satisfaction has empirically been defined as how content or satisfied employees are with their jobs, and a variety of factors have been touted to influence the satisfaction of employees which include compensation, workload, perceptions of leadership/ management, job autonomy, flexibility, degree of employee input on decision making for the organization, teamwork, and the adequacy of the resources for performing duties (Charni et. al., 2020). The level of job satisfaction according to Minhajul (2016) of employees is influenced by the organizational structure adopted by the organization. Organizational structures have been defined as the pattern of arrangement of work-related behavior that is carefully established towards attaining an organization's goals (Downey 2005). Organizations must choose a suitable structure design which is obligatory to its perceived outcome, objectives, or purpose.

It is important that the design should be able make sure that whatever structure is chosen contemplates to employee satisfaction. Yadegar (2006) concludes that suitable structures offer optimum job satisfaction and hence increases employee productivity, which in turn enables the organization to achieve its goals. It must be noted that the empirical definition of centralization is the distribution of power in an organization (Adeniyi, 2018). Similarly, as Lee (2005) opined,



centralization refers to power distribution and focuses on the location of the power, division of the power, and amount of power of decision-making distributed in the organization.

Many scholars such as Kim (2005) and McCartney, (1978) come into agreement that there are two levels of centralization which are; the permitted input of an employee towards decision making for the organization and employee control over the tasks allocated to him. In literature about organizational management, the latter is known as the degree of job autonomy. When the levels of both employees input in decision making and job autonomy are high, then this translates to decentralized organization. On the other hand, when these two attributes are at low levels, then it constitutes a highly centralized organization. Empirical research has praised centralization as: supporting a focused vision, fast execution, reduced internal conflict and more accountability (Gillon-Flory, 2009). The present study reviews the literature in view of these advantages of centralized structure and checks whether they truly lead to employee job satisfaction.

Some studies have found it particularly important for organizations to be structured in a way that nurtures employee proactivity (Grant & Ashford, 2008). Further, there are numerous studies undertaken empirically which focus on one or two variables of the present study but miss the third variable. For instance, a study by Okwuazi (2014) on employee satisfaction found major components of job satisfaction and enumerated them as; attitude towards work, working conditions, employee perception of the company and remuneration and attitude toward management.

Other factors that affect job satisfaction include an individual's health, age, social status, social relationships, and perceived opportunities (Brass 1979). The study focus was in general, in what makes an employee satisfied. It expresses a gap in that it did not put in focus the organizational structure of an organization and how it can attribute towards employee job

satisfaction. Similarly, Skaff (2012) observed that organization structure may affect the degree of employee satisfaction as the selected structure may affect the factors facilitating employee satisfaction. Conversely, Al-Sada, et. al., (2017) conceptualize organizational structure as facilitating interactions and communication for coordinating and control of the organization's activities.

The authors found that the way in which activities are organized may affect the satisfaction of employees. Comparing and examining these studies reveals a critical research gap, that is to determine which organizational structure aids employee job satisfaction. Another study found that the interactions and communication for coordinating employees may either reduce employee happiness due to the way it is done (Jiang, et.al., (2011). The study based on conceptualizing organizational structure towards coordination and organization of organization activities.

The current study exploits the existing gap by assessing specifically centralized organizational structure upon employee job satisfaction. In a similar manner, the study featuring organizational structure and job specification in public health nursing conducted by Campbell, Fowles and Weber (2005) concluded that there was significant relationship between organizational structure variables and job satisfaction for public health nurses.

While the study featured Illinois local health departments which might have a different outcome from the retail supermarket industry, it was also clear that the study was done in a developed country that is USA that could have affected the findings. In the developed world, arguably, jobs are advanced and more resources are available and even the thinking process of managers is different from developing countries due to the scarce resources that need to be managed.

On the other hand, the study featured satisfaction for employees in the public health nurses. The gap to be utilized by the current study is the study is conducted in Kenya, a developing country and featured the supermarket industry which is different from public health. Similarly, Ibrahim (2004) did a study on the relationship between the aspects of organizational structure and job satisfaction. The investigation was aimed at discovering the best predictors of organizational structure and found out that they were centralization and formalization. The current study singles out centralization and works on that to find out its effect on job satisfaction within the environment of servant leadership.

In a related study, Drysdale, J. (2021) aimed to decipher how organizational structures influence the ability of leaders to act as leaders in their organizations, specifically in higher education. Arguably, the qualitative study undertaken by the study may not be as generalizable as the present research, but it reveals important findings nonetheless. The investigator found that the organizational structure that most positively influenced instructional design leadership was a centralized instructional design team with academic reporting lines. The study therefore indicated that centralized, rather than decentralized organizational designs yield empowerment, correct role-perception, and leadership. This is contrary to expectation, but similar to the finding of the present research. The study also found it critical to have the optimum organizational structure for employees to work at their best. The study is important to the present research as it presents a gap for the current study to fill. The element that is missing in the study was the leadership style that would have optimized the comfort of the employees at the learning institution, in the face of the existing organizational structure.

How technology, structure and organizational climate interact and impact upon job satisfaction was the aim of the study by El-Louadi (1998), who found that indeed the structure of

an organization did improve technology investment. The inclusion of technology and lack of use of specific organizational structure creates the gap which is in pursuit by this current study as it specifically addresses centralized organizational structure and job satisfaction in the supermarket industry in Kenya. The current study focuses on finding out whether employees have higher/ less job satisfaction in a centralized organizational environment.

Likewise, Mohamad et al. (2017) found that IT infrastructure is important for organization success. In their research, they consider the balanced scorecard to assess performance, which includes four dimensions: financial, internal business process, innovation/ learning, customer perspective. While their area of study is the electronic organizations in Malaysia, it is relevant to the current study as they use the System resource Theory to link the variables in the study. The authors adopt empirical research to discern the moderating effects of decentralized decision making. Oberg, A., & Walgenbach, P. (2008) find that over the intranet, organizations continue communicating in some remnants of hierarchy, even if an organization that was previously hierarchical has now turned non-hierarchical. Bureaucracy is difficult to leave completely, once it is started.

The findings were that with all dimensions of the Balanced Scorecard, IT investment has a significant relationship. It is noteworthy, however, that the authors found that the impact of decentralized decision making was only found to significantly moderate the customer perspective. Similarly, from the analysis of organization structure theories and open innovation paradigm, Abouzeedan & Hedner (2012) found that organizational structure has a significant effect on the degree of innovation. The gap in this study is where else the conclusion touches on the variable; organizational structure and innovation the current study has the depended variable as job satisfaction.

In line with a centralized organizational structure setting, Hages (1995) opined that the empowerment model of management is beneficial to create a participative workplace climate is created. The author found that employees should be accorded an opportunity in decision making and that they should be consulted when deciding on the organizational structure to adopt. The empowerment model generally assumes that work satisfaction improves when hierarchy is reduced and delaying disposes power to workers (Light, 2004). Considering that centralization generally creates a hierarchy in communication and decision making, this brings the question, does centralized organizational structure depict such characteristics in the supermarket industry and how does this impact their employees insofar as their job satisfaction is concerned.

In their study to compare decision making processes in centralized versus decentralized organizations, Ashraf et. al., (2013) found a new latent of systemic cost associated with centralized decision-making processes in large multinational organizations. Further, the researchers explained that by making the premise that a manager can choose a project that the worker dislikes could accelerate employee dissatisfaction. Decentralization on the other hand would achieve the desired motivation from an employee to commit to a project since they are involved in making the decisions themselves. The study utilized one concept of decision making while leaving the other entire concepts that can be measured in centralized organizational structure. Another critical gap is that there was no leadership concept involved, which the present study intends to bridge by examining the impact of servant leadership.

Similarly, the level of flatness in an organization structure was perceived to directly influence the performance of an organization; this was argued by McCartney, (1978). This was opined so because flat organizational structure had fewer levels of management which create more flexibility in the decision-making procedures. This flexibility made employees to be able to make

decisions themselves, instead of having to wait for decisions from their leader or manager. The study missed the driving aim of the present study, which focuses upon job satisfaction, although the study did investigate organizational structure and integration.

Another downside of highly hierarchical organizational structures postulated empirically is in that they are slow in taking up opportunities (Abouzeedan & Hedner 2012). The centralized organizational structure is considered highly hierarchical, and decisions are strictly done from the top (Gruber 1972). It could be argued in both ways: hierarchical structures slow down the harnessing of opportunities, but they also make decision process faster due to few people making the decisions. The current study singles out the speed of decision making insofar as the impact it has on employee job satisfaction.

Conversely, Abouzeedan & Hedner (2012) argue since authority of centralized organizational structure is concentrated in the top management team, therefore it goes straight that decision making might be slow because of the responsibility and authority is with few people. Presenting few people with making many decisions could arguably make the process slow due to bottlenecks and backlogs. This raises a pertinent question that may come up during the discussion of the findings of this present study how does slowness in decision making in centralized organizational structure affects employees, could it lead to job satisfaction or dissatisfaction. The study by Kim (2005) compared organizational structure and internal communication. The authors used organizational justice as the moderating factor, and one of the questions answered by this study was to discern the extent of organizational justice related to employee-organization links. The finding revealed that organizational justice led to employee-organization relationships. Likewise, Lusianil et. al., (2019) argued that organizational justice led to deep relation between employee and organization and hence the relationship might trigger employee satisfaction.

Organizational structure impacts motivation, job satisfaction and retention of employees (Gillon-Flory (2009), however not all organizational structures were tested in this study. The argument was arrived by a blanket investigation of generalizing organizational structure. The present research aims to fill this gap by focusing on centralization of organizational structure. Yao-Sheng (2007) examined the difference in job satisfaction and organizational commitment by employees. The study dealt with job satisfaction and did not take organizational structure a variable to either lead to or reduce employee job satisfaction.

In their study aimed at developing a framework for organizational designs that incorporated autonomous motivation, Prakash & Gupta (2008) found that including employees in making important work-related decisions leads to their motivation. Conversely, according to Myers (2000) centralized organizational structure is said not to incorporate autonomous motivation in its design thus the research gap in the study and making the present study relevant to assess the relationship between centralized structure and job satisfaction. While King and Granville (1999) explored employee input as organizational democracy, according to Partida (2014), centralized structure allows for little democracy, thus it is not clear the effect of lack of democracy to employee satisfaction. Additionally, Partida, (2014) argued a centralized structure in procurement functions have only a slight advantage over organizations with decentralized procurement. In reference to that argument, does that mean centralized structures make employees satisfied, that is an iota this present study is destined to find out.

It could be argued that employees usually want to make their decisions related to the work they do. As Zájbojník J. (2002) finely posits, employees do better with their bad idea, even if not as good. However, they do worse if the idea is not theirs. Similarly, Winnie (2019) opined that in highly centralized organization, internal transparency does not predominate and thus does not help

leaders to respond to incidents often as required and thus a gap exist in knowing how non-predomination of transparency in centralized structure employee job satisfaction.

Using a qualitative case study of one university in Indonesia was done. Interviews and focus groups of 22 people over 3 months were used to collect data, Permitasari et al. (2021) compared centralized decisions with decentralized ones, specifically in the context of globalizing education. They found that decision-making is central and reserved to the rector and dean at the university, and that centralized decisions are suitable for internationalization of education as they avoid costly errors. Upon deeper examination, they found that centralization and de-centralization of decisions are simultaneous at the faculty cadre. The findings are valuable and create a critical research gap for the present study to fill. It is important to find whether, like in global education segment, centralized decisions are helpful in the retail supermarket industry.

Research by Altinay, L., & Altinay, M. (2004) aimed to investigate the impact of organizational structure on organization getting expanded. The population was an international hotel group, through in-depth interviews, observations and document analysis as the methods of data collection. The authors found that such organizations tend to become centralized in their structure owing to their needs to become profitable while developing their brand names. They note, however, that centralized decision-making yields slow decisions and limits global expansion while thwarting the motivation of market-based employees. They recommended that international organizations especially the hotel industry do require a modified organizational structure and a new thought to management. This reveals two important research gaps. Firstly, the data collection method used was interviews, while the present study used questionnaire and is more of quantitative in nature. Next, it is intriguing to determine whether decision making perception in the hotel industry is different from that of the retail supermarket industry.



The flow of communication in a centralized setting is arguably different from that of a decentralized one. On this note, Athanassiades, J. C. (1973) looks at the relation among the upward communication, the requirements, and expectations of employees, as well as the elements of the internal climate of the organization. The author revealed that where the upward communication is distorted, employees may feel that their needs of achievement are being met. Conversely, where the upward communication is distorted, employees may feel that their security needs are not being met.

To establish the impact of organizational structure and work motivation on the employee performance of organizations, Situmorang et al. (2020) conducted a study focused on Automotives in Indonesia using quantitative research method, which is like the present research. The authors also used a survey technique to establish responses to the hypotheses which had been coined to guide the research 100 respondents, all employees, by the random sampling method. The validation of the questionnaire was done differently: with the product-moment correlation formula, and the Cronbach's Alpha was used to establish the reliability of the data collection instrument, which is also like the current research. Data was analyzed in this research using path analysis, which revealed that: organizational structure has a positive direct effect on employee performance. This is like the present research, which has found that centralized organizational structures do encourage employee job satisfaction, hence improvement in their work. The authors also found that work motivation directly and positively impacts upon employee performance. The derived results showed that the performance of employees can be improved through an effective organization structure; which improves motivation of employees as the structure is improved. It is noteworthy, that this research revealed a gap where there was no focus on any specific aspect of the structure of an organization: centralization and formalization.

In their assessment of the impact of organizational structure, personality and work motivation on organizational commitment of teachers to the International Islamic Education Council Foundation in Jakarta and Bekasi, Novian et al. (2019) took the quantitative approach with a survey method, which is like the present study. Using simple random sampling, the authors derived a sample of 84 teachers, whose data was collected through questionnaires, however, the present research uses stratified random sampling. Again, path analysis was used to analyse the data collected, and was supported by descriptive statistics. The results of this study indicated that the structure of the organization had a direct and significant impact upon the commitment of the teachers to the organization. Further, organizational structure and personality had direct effect on work motivation; organizational structure and personality had indirect effect on organizational commitment mediating by work motivation. Therefore, improving organizational structure, personality and work motivation can improve organizational commitment. This study revealed a research gap for the present research to fill. There was no focus on any specific aspect of the structure of an organization: centralization, formalization.

Similarly, Hutabarat (2015) conducted a study to investigate the effect of organizational culture, and organizational structure, on teacher's work motivation of senior high schools, in Medan, Indonesia. The population being public high schools in Indonesia, 143 teachers were selected through the stratified random sampling technique from 10 public high schools. The requirement here was that participants must have had a teaching experience for at least ten years and received teaching incentives regularly. Like the present research, questionnaires were distributed to the samples, and data collected analyzed by path analysis. Further, the study used stratified random sampling, which is like the current study. The results showed that organizational culture, and organizational structure, affecting teacher's work motivation directly. It is concluded

that teacher's work motivation could be affected by organizational structure and organizational culture. This study revealed a research gap for the present research to fill. There was no focus on any specific aspect of the structure of an organization: centralization, formalization.

Using empirical research, Tawata et al. (2021) sought to determine the design of organizational structure that promotes employee motivation. They note that an organizational structure is designed while giving due consideration to the aim of the organization and its overall purpose, and is enhanced by employee participation. The authors sampled 24 employees from the administration bloc in a public Thai university. Contrary to the current study, the authors performed Qualitative methods to investigate employee motivation. The focus was 4 key informants, who were interviewed about the effects of designing an organizational structure on employee motivation and the causes of such effects. Qualitative data analysis through content analysis was performed, and this revealed that all employees accepted organizational structure, which influenced employee motivation.

In their research into the perception of Indian employees on the role of organizational structure and culture on the views of Indian employees regarding their choice of work environment, (Vashisth, A., & Sharma, L., 2021) argue that there is a direct and positive relationship between the orientation of the employees and their preferred organizational structure in matters motivation. Additionally, the research does reveal that factors such as Control and Capability, Reward-Systems and Organizational Levels, Culture and Reward Systems, Tendency to Explore and Reward Systems, Organizational levels and Motivation and lastly, Organizational Level and Culture, all affect the relationship that employees have with the organizational structure. This research reveals critical gaps for study. For instance, the element of servant leadership and how it impacts job

satisfaction is not covered in the study. Further, the element of organization structure is not addressed in the study as well.

Similarly, Halevy, N., Y. Chou, E., & D. Galinsky, A. (2011) sought to identify ways in which hierarchy facilitates organizational success: creating a psychologically rewarding environment, motivating performance through hierarchy-related incentives, supporting division of labor, and reducing conflict within the organization. The researchers suggest a map among the organizational structure, which they refer to as the 'hierarchy', the processes involved such as motivation and leadership, and the performance of the employees. This study yields important aspects for the current research. The present study takes this a step further, by considering closeness of control, hierarchy in communication as well as the flow of decision-making when focusing on the structure of the organization.

Acknowledging the scanty empirical research done on the influence of structures upon the effectiveness of on international nongovernmental organizations' effectiveness, Tran, L. (2020) used organizational and psychological theories and data on 152 international nongovernmental organizations based in the United States of America. Like the current study, this research considered centralization, the particular element of organizational structure, and how it relates to the effectiveness of the organization as viewed by its own leader. The research implemented both quantitative and qualitative research, which indicate that centralized international nongovernmental organizations tend to have stronger internally perceived effectiveness but weaker externally perceived effectiveness reputations than decentralized ones. This is an important finding and relevant to the present research. Additionally, the present research seeks to determine the impact of organizational structure on the job satisfaction of the employees.

The relationships among leader monitoring, employee perceptions of workplace justice, and employee citizenship behavior was investigated by Niehoff, B. P., & Moorman, R. H. (1993) who found, using structural equations modeling as the analysis method, that the monitoring method of observation negatively influenced citizenship. On the other hand, it had a positive influence through its effect on perceptions of fairness. This contrasts with the finding of the current study which reveals that close control must be mitigated as it reduces employee job satisfaction. However, the element of fairness being improved through leader monitoring and employee citizenship behavior needs to be established insofar as the supermarket industry is concerned, with reference to servant leadership behavior.

A critical facet of centralization of an organization structure is the level of empowerment that comes with centralized decision making and non-participatory decision making coupled with one-way, top-down, communication across the board. To investigate this, Cunningham et al. (1996) examine the meanings of the concept and the implementation of specific initiatives, given the widespread introduction of empowerment within the United Kingdom. The authors suggest, from a study of 13 organizations, that empowerment has limitations and tensions including little power dissemination, close control over employees, poor prospects of extra remuneration and job insecurity. This is somewhat in contrast to the findings by the current study which reveals that employees have the need to be empowered and make their own decisions, which can be achieved through the reduction of close control and effective implementation of the servant leadership style throughout the organization.

Another element of centralization that the current study undertakes to investigate was researched by Luke et al. (1973) who studied the management strategies of organizations and their dependence on close control. Closeness of control is critical to the present study as an important

element of the centralization of supermarkets in Kenya. Similarly, Luke et al. (1973) assessed the forms of reward and punishment as the most effective way to achieve the targets set by the organization. The authors reveal that: education, training, and support can also enable an organization to accomplish its objectives. Like the present study, the authors implemented a case study to reveal the process by which the management-attitudes, behavior, and structures-of a retail food organization underwent a change from close control of employees to a form of training and consultation for employees. This was measured through both profit and productivity as well as employee attitude and morale, revealing that where control was decentralized, productivity of the employees was enhanced. This finding is like that of the current research.

Another element of centralization that the current study undertakes to investigate was researched by McKnight et al (2012) who sought to assess managers' frequency of decision on the controls utilized. The authors argue that management generally aims to use the controls to boost morale of employees rather than reduce it. The researchers argue that there is a need to find moderator variables that help management controls work more consistently. This is in line with one of the fundamental aims of the present study, which aims to discern whether servant leadership moderates the relationship between organizational structure and employee job satisfaction. The authors argue that employee-management relationship affects employee morale and moderates the effects of management controls on morale, through their research of 100 manufacturing plants in Japan, the United States, and Italy. Interestingly, the authors found that feedback, incentive control, and autonomy did not, by themselves, improve employee morale. However, the moderation of each by a close employee-management relationship improved employee morale. The present research seeks to take this finding a step further to decipher the extent to which servant leadership can moderate to alleviate employee job satisfaction, hence their output for the organization.

In their consideration of formalization as an element of organizational structure, Kaufmann et al. (2019) argue that focusing on a single dimension of organizational structure as a bureaucracy driver is unrealistically narrow. They identify the need to consider organizational centralization and its related perceived bureaucracy, in addition to formalization. This research aim is like the present research which also focuses on the centralization of the organizational structure rather than strictly how formalized it is. The researchers test this phenomenon using survey data from employees of three local government organizations in the southeastern United States, finding that higher levels of organizational formalization, centralization, and hierarchy are associated with more bureaucracy.

Similarly, Aslan, M. (2021) conducted a study to investigate all variables that purportedly impact upon organizational structure. The author considered the effects of Top Management Team profile such as Strategic Decision-Making Style and Strategic Decision-Making Group Size, Organization Size including the annual turnover and number of employees, and organization's Age, and Technology, and Centralization and Formalization as variables. This research is like the present research; however the element of leadership style was missing, which is taken care of by the current study. The research adopted a convenient sampling method and was conducted with 455 managers working in Turkey's different organizations. It is noteworthy that the sample for the present study is the retail industry, specifically supermarket chains, in Nairobi, Kenya. The author used the Partial Least Square-Structural Equation Model to analyse the data collected, while the present study uses multiple linear regression. The author found that Strategic Decision-Making Group Size, Strategic Decision-Making Style impacted both Centralization and Formalization. The current research considers the element of leadership style as well.

From a sample of 504 professional accountants, which Khan et al. (2014) analyzed through regression, the authors found that job satisfaction and organization context variables such as formalization, organizational inflexibility, and satisfaction with organization structure significantly impact organization commitment. These results are like the findings by the present study, which takes it a step further by considering the impact that centralization has on employee job satisfaction as well as servant leadership style. The summary of these previous studies and the gaps is shown in Table 2.5.

**Table 2.4 Centralized Organizational Structure and Employee Job Satisfaction**

/N	Author	The study	The findings	Gaps in the study
	Okwuazi (2014)	Employee satisfaction	Major components of job satisfaction were; attitude towards work, working conditions, employee perception on the company and remuneration and attitude toward management	Did not focus on organizational structure of an organization and how it can attribute towards employee job satisfaction
	Al-Sada, et. al., (2017)	organizational structure as facilitating interactions and communication for coordinating and control of the organization's activities	Interactions and communication for coordinating employees may either reduce employee happiness due to the way it is done	No evidence on assessing centralized organizational structure on employee job satisfaction.



	C Campbell et. al (2005)	Organizational structure and job specification in public health.	there was significant relationship between organizational structure variables and job satisfaction for public health	The study was conducted in USA, a developing country and featured public health.
	Ib rahman (2004)	The relationship between aspects of organizational structure and job satisfaction.	Predictors of organizational structure were centralization and formalization	The current study single out centralization and works on that to find out its effect on job satisfaction.
	El- Louadi (1998)	Effects of the interaction of technology, structure and organizational climate on job satisfaction.	Technology influenced employee's job satisfaction	The inclusion of technology and lack of use of specific organizational structure.
	A bouzeedan & Hedner (2012)	Analyzed organization structure theories and open innovation paradigm.	Organizational structure has a significant effect on the degree of innovation.	The depended variable was not job satisfaction.
	A shraf et. al., (2013)	Compared decision making processes in centralized versus decentralized organizations.	New latent of systemic cost associated with centralized decision- making processes in large multinational organizations.	The study utilized one concept of decision making while leaving the other entire concepts that can be measured in centralized organizational structure

	<a href="#">K im</a> (2005)	Compared organizational structure and internal communication	Organizational justice led to employee- organization relationships	Focused on organizational structure and internal communication
	K ing and Granville (1999)	Employee input as organizational democracy	Employee input increases organizational democracy.	Centralized structure there is little democracy, thus it is not clear the effect of lack of democracy to employee satisfaction

### Centralized Organizational Structure and Servant Leadership Behaviors

This section reviews literature on centralized organizational structure and servant leadership behaviors. The aim of reviewing these two variables is three-fold: firstly, to establish whether centralized organizational structure allows servants leadership behaviors to be practiced in an organization embedded with centralized organizational structure. Secondly, to provide knowledge on the two concepts and find out what has been done by other scholars to avoid duplication since these two elements are central to the current study. Finally, to identify the gaps in the previous studies and the open questions left from another related research.

Servant leadership is a type of leadership that focuses primarily on the growth and well-being of the followers (Daswati et al., 2021). This study further argued that servant leaders generally portray the following characteristics: good listener, empathetic, creating awareness, persuasion, guiding their followers by conceptualizing, having foresight, and displaying stewardship. Servant leadership is also considered as a type of leadership philosophy where the leader interacts with the other employees to achieve authority rather than power (Nathan et. al., 2013). Similarly, Nathan et. al. (2018) defined servant leadership as a leader who focuses on the

needs of others and builds a sense of community within the working teams before considering their own needs. The present study uses these elements of servant leadership with the aim to establish an understanding of supermarket employees' perception of each element insofar as the impact of the centralization level of an organization structure is concerned.

The concept of servant leadership originated with Robert Greenleaf's 1971 essay, "The Servant as Leader" after which it garnered a lot of attention and recognition. The essay clearly documented that servant leadership has various advantages including better collaboration within employees, stronger teams, facilitating a positive work environment, enhancing employee commitment, trust, and loyalty, and supporting the culture of belonging within the organization. There have been some researchers, however, who have argued that servant leadership is problematic and difficult to foster in a hierarchical and autocratic culture, where managers make all decisions (Skaff, 2012). This is intriguing because the current study undertakes to establish whether servant leadership is facilitated where: decisions are made at the top, communication is mostly top-down, and control is centrally exercised across the organization.

Similarly, Kathrins (2007) criticized servant leadership by arguing that it minimizes the authority of managers and overall management functions in organizations. This is also interesting and relevant to the present research which seeks to decipher whether servant leadership 'authority' is exercised adequately in a centralized organizational setting. These are some of the issues of this study and the literature review is adamant to find out since centralized structure is observed to concentrate authority to the top management team.

One of the aims of this section is to establish whether centralized organizational structure allows servant leadership behaviors to be practiced in the organization. Accordingly, Nathan et. al. (2021) more recently investigated the impact of formalization and centralization on servant

leadership. The authors argued that as per the configuration perspective, formalization and centralization interact to moderate the relationship with servant leadership. This creates an interesting leeway for the present study wherein the element of employee job satisfaction is also included, and the moderating effect of servant leadership determined, this time with a clear focus on centralization rather than considering the element of formalization of an organizational structure.

To examine the conditions under which servant leadership develops in bureaucratic organizations, Kim, J. (2020) conducted a survey of the South Korean Army, via the hierarchical linear modeling analysis. The author found that Servant Leadership was positively associated with formalized organizational structure and negatively associated with centralized organizational structure. The researcher also found that Servant Leadership build relation-culture and facilitated the commitment to the organization. Interestingly, Bobbio et al. (2012) similarly found that servant leadership behaviors are context dependent; Italian leaders' servant leadership traits are lower than in Netherlands and UK, although Italian leaders also exhibited leadership integrity, organizational commitment and organizational citizenship behavior. This is an important finding as the present research also found one element of centralized organizational structure to reduce the effect of servant leadership behavior. The results of this study, suggesting that Servant Leadership could emerge in both formalized and decentralized bureaucratic organizations is interesting and the current study aims to investigate this in the context of the retail supermarket industry in Nairobi, Kenya.

Similarly, Agboli (2016) observed that servant leadership is applicable in a centralized setting if the leader wants to provide results for all stakeholder groups. This creates an interesting gap for the present study which additionally seeks to examine the traits of servant leadership which

should be nurtured for an overall material impact upon supermarkets in Kenya. Consequently, in the present study which focuses on the supermarkets in Kenya, it is paramount to investigate the centralized structure and employee job satisfaction, as the employees are a crucial stakeholder group. It is noteworthy that no investor can only boast of enhancing results of employee satisfaction yet ignore all other stakeholder groups. Therefore, to actualize results to all stakeholder groups, servant leadership is applicable to a centralized organizational structure.

However, there is conflicting findings in empirical research. For instance, as Minhajul (2016) notes, under specific structural configurations, centralization can act as a neutralizer on servant leadership. This creates a research gap which the current study aims to fill by using a quantitative approach, seeking answers on a Likert-scale based questionnaire, to determine whether centralization indeed act as a neutralizer or a catalyst for servant leadership behaviors.

The other two aims of this section were to provide knowledge on the two concepts and find out what has been done by other scholars to avoid duplication of information since these two concepts are integral to the study and to identify the gaps and open questions in the previous studies. Chiniara and Bentein (2016) in a study linking servant leadership to individual performance, showed that servant leader's attentive focus on employees' development helps fulfill employees' three basic psychological needs: autonomy, competence, and relatedness.

In turn, satisfaction of each of these needs propels the employees in distinct ways, mostly producing an increase in task performance. Not only did the study focus on performance rather than employee job satisfaction, but also lacked an insight on the impact of organizational structure. This yields a gap on employee job satisfaction in a centralized structure, and whether servant leadership is adopted or not. Another question emanating from this study is whether servant leadership does indeed impact the employees' three basic psychological needs leading to

performance. The current study is obligated to understand the relationship of centralized structure and employee job satisfaction in a servant leadership environment.

The effect of servant leadership on the performance of hospitals using quantitative methods found that that servant leadership has a significant effect on organizational performance with a strong positive relationship (Daswati et. al., 2021). The study leaves unanswered questions as to whether servant leadership can be applied in different organization structures, and the impact of each structure on the application of servant leadership. The present research notes this gap; organizational structure was not considered in deriving the conclusion. Additionally, hospitals may have a different way of operating as compared to supermarkets, thus prompting another gap to be filled by the present study.

Another study on whether introducing a short measure of shared servant leadership impacted team performance through team behavioral integration was done by Sousa and Dierendonck (2016). The study used a round-robin approach to collect data noting that shared servant leadership was a strong determinant of team behavioral integration, and that information exchange worked as the main moderating process between shared servant leadership and team performance. The current study builds on these findings to assess whether servant leadership affects team behaviors in a centralized structure, and whether positively or negatively impacts employee job satisfaction. Likewise, Nathan et.al. (2013) conducted a study on the relationship of organizational structure and the leaders' decision-making process. The findings from the study showed that the involvement of the leader as well as centralization moderated the servant leadership relationship. This is interesting and the impact of the variables tested is reversed, which creates room for the present study which aims to decipher the impact of servant leadership on employee job satisfaction, specifically in a centralized organizational setting.

In another study, Nathan et.al. (2018) observes that in the proliferation of published servant leadership research, there is lack of coherence and clarity around the construct which has impeded its theory development. The researcher acknowledges this noting that servant leadership has scantily been researched empirically, especially in a retail industry setting generally, and specifically in the supermarket industry. Mapping the theoretical and nomological network of servant leadership in relation to its antecedents, outcomes, moderators, moderators; by Abolade (2020) creates a leeway for the current study which instead focuses directly into the moderating effect of servant leadership on employee job satisfaction, specifically in a centralized structure.

Using a review of empirical studies, the study by Najam and Mustamil (2020) focused on a bibliometric review to determine the most researched concept related to servant leadership, the key and published work. While this kind of review helps with a quick understanding of most researched concepts, it relies heavily upon the format of the articles reviewed which limits the researcher from articles that haven't been incorporated in a specific format distorting the results. Notwithstanding that a bibliometric review is quantitative in nature like the present study, it relies solely on historical data and may not yield current results especially in a topic involving human qualities such as servant leadership, unlike a survey questionnaire.

Additionally, Focht (2015) used a Delphi study to establish the specific characteristics of servant leadership. The results of that study were like the findings of Daswati et al. (2021) who found that servant leaders usually possess critical different skills including: listening, valuing people, trusting their followers, supporting, loving, collaborating, caring, humility, learning, and foresight. It could be argued that Delphi method is much slower than in-person meetings, and may not yield rigorous research results, unlike the quantitative questionnaire of the present research, which is also suitable for the large sample size selected.

With the aim of establishing the leadership style that is excellent for leaders to adopt in the academic pharmacy setting, George et.al. (2016) conducted their study on the role of servant leadership and transformational leadership. The researchers found that servant and transformational leadership have characteristic behaviors that provide guidance and inspiration to followers. The results were devoid of the arrangement of the organizational structure; as that study did not clarify on the impact of the organizational structure or specifically the centralized structure. Interestingly, the review found no direct study linking between centralized organizational structure and servant leadership. The current study considers servant leadership as a moderating variable on employee job satisfaction, which has not really been investigated thus establishing many gaps in the literature such as: the role of servant leadership in enhancing results for all stakeholders, how servant leaders relates to centralized organizational structure, and whether servant leadership affects team behaviors in a centralized organizational structure.

In a study related to the importance of innovation in today's world, Hamli et al. (2018) postulated that high staff turnover and low productivity as significant deterrents of sustained good organizational performance. They identify organizational policies and the firm structure as the lowlights reducing job satisfaction levels of the employees. Similarly, Hee et al. (2018) claim that it is the employees who produce the most effective sources of innovation in form of ideas. This is arguably true because employees are involved with the business in a much closer manner as compared to any other group of stakeholders. The authors also argue that understanding the factors that contribute to job satisfaction is essential because it helps to identify the reasons and areas which employees are not satisfied with, and this understanding can help an organization shape the optimum policies and structure for itself. In line with empirical research, the authors note that job satisfaction is the long-term solution for increased and sustained performance. The present study



uses this as the basis of further research. The study however only focused on job stress, lack of communication, and pay. The current study additionally considers the relation of employees with their workmates and supervisors as well as their career growth.

While organizational structure was indeed found to correlate to job characteristics of goal clarity and job challenge employees accepted as well as work environment characteristics experienced by co-workers who received the supervision that they expected, the study revealed some research gaps. The study being qualitative, gives room for quantitative research approach on similar topic. Further, the data collection method was more of focus groups, rather than survey questionnaire, which can target a larger sample. Also, there was no focus on any specific aspect of the structure of an organization: centralization, formalization. Further, there was no element of a specific leadership style impacting or moderating the relationship thereby affecting the motivation of the teachers.

The recent pandemic has resulted in many industries facing challenges in operation forcing them to either downsize or lead to other forms for cutbacks. The study by Schmidt & Groeneveld, (2021) conducted research into the type of leadership public managers engage in during cutbacks using a qualitative case study in three public organizations. Notably, this is different from the present study which is quantitative in nature. The authors found how cutbacks trigger centralized decision-making and top-down planned change processes, and that the most critical action for a leader in a crisis is to secure employees' support for change. Arguably, servant leadership is the kind of leadership that makes leaders develop trust and understanding with their followers, a virtue which is vital in times of crisis. The authors base their research on a comparison of the empirical findings, with focus on transformational leadership and crisis leadership. This yields a gap in the research insofar as servant leadership is concerned.

Similarly, Ruiz-Palomino et al. (2022) note that COVID-19 has hard-hit the hospitality industry, which has significantly impacted upon the psychological well-being of the employees working in such industries. They find that servant leaders as supervisors in these industries may help alleviate the problem. Servant leaders would focus on helping others and serving the employee needs, thereby helping the psychological damage done through crises such as the COVID-19 pandemic. They performed structured equation modeling to analyze 205 employees from hotels in Spain, while the current research uses a quantitative questionnaire to sample supermarket employees from Nairobi, Kenya. The findings reveal that servant leadership directly and significantly removes the element of depression in employees. This creates an important research gap for the present study which seeks to identify whether servant leadership impacts upon employee job satisfaction positively.

With the aim to investigate the need to develop a contingency theory of organizational capability based on the identification of decision variables relevant to the design of firms, Victor, R. S. (2020) make use of a model in which superior performance is the result of the proper fit between applied knowledge and organizational structure. The author finds that the degree of structural formalization adopted by an organization reflects how knowledge controls the flow of action. From the longitudinal logistic regression model on a dataset of 105 hospitals located in New York and New Jersey, the researcher coincides the finding of the study with empirical results, noting that the volume of connectivity knowledge is significantly and positively impacted by the level of structural formalization. It is noteworthy that this researcher focuses on the element of formalization, rather than centralization, which is the key focus of the present study.

Another research that sought to determine whether organizational effectiveness affected employee motivation was that conducted by Manzoor, Q.-A. (2011). The author designed a model

which was somewhat based on empirical studies, finding that empowerment and recognition are factors that have a positive effect on employee motivation. The current study similarly considers these factors which are included on the questionnaire to determine the elements of job satisfaction most important to the supermarket employees on a scale of one to five. The author found that the more the empowerment and recognition of employees, the more will their motivation to work. The investigator also noted that there is a positive relationship between employee motivation and organizational effectiveness. While this study focused on empowerment and employee recognition for enhancing employee motivation, it does not dwell on the structure of the organization. The recommendations do include the design of organizational rules, policies and structures, but merely physical space rather than centralization level, decision-making concentration, closeness of control and hierarchy of communication. This reveals crucial research gaps. While motivation is thoroughly researched, specifically with relevance to internal factors of motivation of employees, the leadership style and how it impacts job satisfaction is not covered in the study.

Similarly, Linggiallo, H. D., Riadi, S. S., Hariyadi, S., & Adhimursandi, D. (2021) investigated the influence of personality, motivation, job satisfaction, employee engagement, organizational commitment on employee performance specifically in the Power Generation Unit of Mahakam, Indonesia. With 167 employees participating, the researchers implemented a saturated sample in which the entire population was sampled. The research model used in this study was a structural model to test the hypotheses proposed by the Structure Equation Modeling analysis technique. The authors used the Warp PLS 6.0 program to analyze the data, while the present research uses the SPSS software. The results from this study show that personality and job satisfaction have a positive and significant effect on employee engagement and organizational commitment. This is aligned to the present research and partly forms the basis of the present

research. As job satisfaction is known to yield improved performance and engagement of employees, the current research aims to implement job satisfaction as a major variable of the study. Surprisingly, the researchers revealed that motivation was not significant to employee engagement. This research reveals critical gaps for study. For instance, the element of servant leadership and how it impacts job satisfaction is not covered in the study. Further, the element of organization structure is not addressed in the study as well.

Similarly, Syam'un et al. (2021) recently conducted a study exploring the contribution of organizational culture, competence, work motivation to organizational commitment. Their area of study was the performance of 220 civil servants who working at the administration section of Alauddin Islamic State University of Indonesia, which is one organization as compared to the present research considers eight identified supermarkets employees in Kenya. The authors analyzed the data using analysis of moment structures using exploratory study, finding evidence that organizational culture and work motivation contribute considerably to increasing organizational commitment. It is not clear whether the study took a longitudinal or cross sectional approach, which would have varying pros and cons. The research also presents gaps which the current study aims to address. While organizational culture is considered, the structural element of the organization is not. Also, there is no leadership theory tested, and its effect analyzed as being critical in moderating the concerned relationships.

With the aim to identify how organizational structures emerge in new environs Soderstrom, S. B., & Weber, K. (2020), focused on field data collected over a period of 18 months at a large biomedical company that sought to become more sustainable. Notably, this is a longitudinal approach which is different from that of the current study which uses solely the quantitative research method in the interest of time and to address the research questions and hypotheses

formulated. The authors found that over the duration of the investigation, successful communications collected attention and motivation as well as knowledge. Their further findings indicate the significance of internal processes at all levels of developing organizational structures. The research reveals important gaps that the current research aims to fill. There is no leadership theory tested, and its effect analyzed as being critical in moderating the concerned relationships.

Aimed to explore the relationship between organizational climate and job satisfaction, Castro, M. L., & Martins, N. (2010) administered a questionnaire to a convenience sample of 696 employees from a population of 1453 employees working in three regions within a particular organization. This study therefore focused on one organization, which is different from the present study which undertakes research across eight identified supermarkets in Kenya. The researchers used confirmatory and exploratory factor analyses to verify the structure of the climate model. Stepwise regression was to analyze the resulting data, which is the method selected for the present study. The investigators found that organizational climate predicted job satisfaction, concluding that line managers and human resource practitioners should be aware that organizational climate has an influence on job satisfaction.

Another related study is that conducted by Sishuwa, Y., & Phiri, J. (2020) who intended to identify some of the major factors that affect employee retention in the transport and logistics industry. Their population was one of the largest mines in Africa, based in one of Zambia's rural areas, Solwezi. The authors implemented a mixed methods approach comprised of the quantitative and qualitative methods, and sampled 171 people with 144 respondents successfully participating in the study. This approach is different from that of the current study which uses solely the quantitative research method in the interest of time and to address the research questions and

hypotheses formulated. The authors analyzed quantitative data the statistical Package for Social Sciences, and content analysis was also used to analyze data from the interviews performed.

The investigators found that retention was affected by job satisfaction, organizational commitment, and workplace structures, but individual characteristics did not have a significant influence on employee retention. This is an interesting finding for the present research especially because it gives room to determine whether servant leadership would have an impact upon employee job satisfaction. The authors recommended that an organization formulates strategies which intend to improve the workplace structures, job satisfaction and organizational commitment, through job security and career development, which will help retain critical employees in the organization. This study is important to the current research and reveals an important gap. The current study addresses this research gap by considering the servant leadership style in the context of employee job satisfaction, hence their retention and increase in work performance.

Surveying for a non-probabilistic sample of 80 participants, and analyzing the population with descriptive statistics, like the present research, Pedraza Melo, N. A. (2020) investigated the relationship between organizational climate and job satisfaction from the employee standpoint. Their research had an empirical, rational, and causal approach, observing the variables and collecting data at specific time intervals. The disadvantage with such a longitudinal approach is that it is time consuming, and the perceptions of people can change over a period. The researchers used the structural equation model to validate the hypothetical links, finding that affection, standards, and identity as components of the organizational climate have significant positive links to employee job satisfaction. While this study focuses on organizational climate, the current research organizational structure at its core, specifically pertaining centralization as well as the impact of servant leadership.

Another related study was that conducted in the organizations in Muzaffargarh, Layyah, and Dera Ghazi Khan Punjab in the country of Pakistan by Abbas et al (2020). The authors sought to analyze the relationship between job satisfaction, organizational culture, and staff turnover in Pakistan. The authors collected data from 320 people across the organizations, and using the 5-digit Likert scale which is like the present study, and suitable for such a sample size. Data analysis of the investigators revealed that organizational culture directly influences employee satisfaction, and this negatively affects employee turnover. While this study focuses on organizational culture, the current research harnesses organizational structure at its core, specifically pertaining centralization, as well as the impact of servant leadership.

On the other hand, Şener, S., & Balli, E. (2020) undertook their research on the organizational climate's effect on affective commitment and job satisfaction. The investigators surveyed 362 employees, all working in 4 or 5-star hotel enterprises in Adana and Mersin. The study used data collection method like the present study, which is a questionnaire. The relationships among the variables were also analyzed using correlation and regression analysis, which is like the present study. The authors found a significant positive relationship between the organizational climate, affective commitment, and job satisfaction of the employees. The researchers further found that the organizational climate affects the organizational commitment and job satisfaction of the employees positively. Furthermore, the dimensions of organizational structure, rewarding, work environment and support, which are among the sub-dimensions of the organizational climate, were revealed to significantly affect the commitment and job satisfaction of the employees. This is an important finding and helps create room for the present research, which seeks to determine the effect of servant leadership in a centralized organization setting.

Researching to examine the impact of dynamic capabilities on the firm's responsiveness as well as the moderating effect of organization structures and environmental dynamism on the dynamic capabilities-responsiveness relationship, Singh, R., Charan, P., & Chattopadhyay, M. (2019) used the moderated hierarchical regression method. The authors analyzed 217 data points collected from Indian service companies for testing of the formulated hypotheses. The researchers found that dimension of dynamic capability such as sensing, learning, integration, and reconfiguration capability have significant positive impact on the firm's responsiveness. The researchers found that an organization's adaptiveness is better with less formalized organization structure, greater learning capability, and a more centralized organization structure. The later finding is crucial for the present research since it focuses on the level of centralization of the structure of an organization. Additionally, the study created a research gap as the concept of servant leadership was omitted, which the present research include as one of the aims.

Another study was conducted in the hospitality organizations, which focused on Standardization and centralization (Raub, 2008). The author conducted an empirical review of the Swiss hotel industry, finding that both these elements organizational structure are generally perceived as essential to maintaining high service standards. The authors make reference to the hospitality organizations as rather bureaucratic, and claim that their influence on organizational citizenship behavior is negative, while noting that organizational citizenship behavior are essential for flawless service delivery to customers. This creates room for the present research, which focuses on centralization of the organization structure, now specifically in a servant leadership context, and is set to determine whether and to what extent servant leadership moderates between centralization of the structure and employee job satisfaction. The focus of the present study is in



the supermarket industry in Kenya, while the study by (Raub, 2008) considered the Swiss hotel industry.

Arguing that strengths in organizations are derived from having centralized command and control structures, while including an element of decentralized action, Schakel, J. K., & Wolbers, J. (2021) postulate that fast-responding organizations are successful because they organize themselves well during a catastrophe. The investigators analyzed 15 high-speed police pursuits crossing multiple areas of operation and interviewed officers at work in various operation modes and that fast responders regularly transition between practices that shape command, allocation, and information sharing. Consequently, the researchers argued that centralized decisions implemented de-centrally is ideal for quick action in a crisis. The present research considers this as an interesting research gap, although the study was in a fast-responding organization which may be quite different in operation from a retail supermarket. However, the present author acknowledges the importance of determining whether centralized decisions in supermarkets indeed work well for employees of supermarkets in Kenya, and how their communication from the servant leaders contributes to the success of the task at hand.

Comparing and contrasting centralized and decentralized structures, Siggelkow, N., & Levinthal, D. A. (2003) found that where interactions among a firm's activities are spread throughout the organization, neither the centralized nor the permanently decentralized organizational structure leads to high performance. The authors further found that the temporary decentralized organizational structure yields the best result in long-term performance. This leads to the present study which further aims to discern the impact that servant leadership may have in a centralized setting, and how this can contribute to the success of supermarkets in Kenya. The researchers however point that temporary decentralized organizational structure has not found

much attention in the literature. The present author does acknowledge the scanty research done in decentralization and centralization of organization structures, particularly in the context of servant leadership and how it all facilitates employee job satisfaction.

Table 2.5 Centralized Organizational Structure and Servant leadership

/N	A uthor	The study	The findings	Gaps in the study
	C hiniara and Bentein (2016)	Linking servant leadership to individual performance	servant leader's attentive focus on employees' development helps fulfill employees' three basic psychological needs: autonomy, competence, and relatedness	The study focused on performance rather than employee job satisfaction, and lacked an insight on the impact of organizational structure
	D aswati et. al., 2021	The effect of servant leadership on the performance of hospitals using quantitative methods	Servant leadership has a positive significant effect on organizational performance.	The gap is whether servant leadership can be applied in different organization structures, and the impact of each structure on the application of servant leadership.
	<a href="#">S</a> <a href="#">ousa</a> and <a href="#">Dierendo</a> <a href="#">nck</a> (2016)	Introducing a short measure of shared servant leadership impacted team performance	Servant leadership was a strong determinant of team behavioral integration	The study was not conducted in a centralized structure set up.

	N athan et.al. l. (2013)	The relationship of organizational structure and the leaders' decision-making process	Involvement of the leader as well as centralization moderated the servant leadership relationship	The study fell short to give the impact of servant leadership on employee job satisfaction
	F ocht (2015)	Using the Delphi study to establish the specific characteristics of servant leadership.	Servant leaders usually possess critical different skills	Solely focused on servant leadership characteristics.
	G eorge et.al. (2016)	Role of servant leadership and transformational leadership in the academic pharmacy setting	Servant and transformational leadership have characteristic behaviors that provide guidance and inspiration to followers	The results were devoid of the arrangement of the organizational structure such as centralization

Source: Researcher 2021)

### Effect of Servant Leadership on Employee Job Satisfaction

Servant leadership was used as the moderating variable in this study. Thus, it is of immense importance to understand the effect of servant leadership on employee job satisfaction. This was done by reviewing past empirical studies to gauge what is known in terms of servant leadership style affecting employee job satisfaction. Thus, this section dwells on reviewing what other authors have enumerated as the impact of servant leadership on the satisfaction of employees with their job and aims to identify the gaps in the previous studies and the open questions left from related research.

Servant leadership is a long-discovered concept spanning over four decades, originally discovered by Greenleaf in 1971, who noted that it is the main duty of leaders to serve their followers (Garba and Lily, 2020) and server them first. In an organizational context such as supermarkets, Charles (2015) opined that servant leadership is promoted by the concern that the leaders have about the individual growth of the employees, their empowerment, and the development of mutual understanding and trust. However, this study neither clarified nor expounded on the nature of organizational structure in which these leaders' concerns individual employee can be actualized efficiently. Moreover, it can be argued that empowering employees and developing their trust is critical but not enough. The importance of the relationships with workmates and leaders, career growth opportunities and humility of the leader must also be considered to obtain an overview of the whole employee job satisfaction concept.

Further, there are unanswered questions such as which organization structure facilitates servant leadership, the effects of servant leadership in a centralized organizational setting, and how servant leadership impacts upon employee job satisfaction in various organizational structural settings. These are some of the issues reflected in the current study, as it focuses on servant leadership effects on employee job satisfaction in a centralized organizational structure. The study sheds light on whether servant leadership effects are subject to the type of organizational structure for an optimum impact upon the job satisfaction of supermarket employees in Kenya.

Servant leaders usually aspire to lead by prioritizing the needs of both the organization and people over their own needs and desires, with prominence given to the needs of their followers (Reza et. al., 2015). Investigating the concept of job satisfaction, Gipson (2020) observed that it is a composite variable which is highly influenced by the nature of the work, the context, the environment, and the compensation and commitment, as well as the leadership style. This brings

forth the notion that understanding followers is a crucial component of job satisfaction, hence advocating for a research based on an important leadership style, servant leadership.

Related research by Watson (2019) found that job satisfaction has critical facets including: the context or nature of the work, the remuneration package, the mental attitude of the leadership and job evaluators, the relationship with colleagues, and the privilege to harness a promotion. However, the understanding by Watson (2019) does not give results of an investigation where servant leadership is involved. Rather, it generalizes on the attitude of the leadership; creating confusion on whether servant leadership is part of the attitudes mentioned in the study.

The most crucial thing in job satisfaction is the organization of the leader towards attention to followers because it enhances productivity and organizational performance (Hasanuddin et. al., 2021). In most organizations, independent of the type of business, job satisfaction is key. Consequently, according to Fleming (2019), employee's job satisfaction is crucial for an organization's growth and performance. Arguably, this study falls within solving the problem of not knowing how servant leadership affects employee job satisfaction in a centralized organizational structure. Hermawati et al (2021) likewise find that servant leadership promotes employee motivation, particularly in the aspect of its stewardship outlook.

Similarly, (Megheirkouni, 2018) found that an employee with a high level of job satisfaction exhibits low level of leave and non-attendance and has high commitment that makes them productive. The connotation of this author, however, does not explain clearly if the high level of job satisfaction is affected by servant leadership or the contribution of centralized structure towards employee job satisfaction. This gap forms part of the goal of the present study.

A study conducted by Bakri et. al. (2021) on the impact of servant leadership on the satisfaction of employees with their job, used employee character as a moderating variable,

through the quantitative approach. This approach is like the one taken by the current study. The population was 72 employees within the industry in Indonesia and used purposive sampling. It could be argued that purposive sampling has an inherent proneness to research bias either in the form of sampling or selection bias. The study analyzed attributes of servant leadership which are: wisdom, persuasive mapping, emotional healing, and altruism. The findings indicated that these attributes of servant leadership greatly impact upon the job satisfaction. In contrast, the current researcher uses questionnaire to obtain responses from selected supermarkets in Kenya, and other aims form part of the present study including the moderating effect of servant leadership in the context of centralized organizational structures.

Also, the study found that the job satisfaction influenced by servant leadership can be impacted by the age and gender factors as well as the education level, benefits offered and the tenure of engagement with the organization. The research exposed a gap since it factored only four attributes of servant leadership thus the designation of this study to include servant leadership in general and factor in other attributes such as organizational stewardess. The fact that the study did not expressly define the type of organizational structure under investigation, gives room for the current study to investigate the relationship of centralized organizational structure on job satisfaction within the context of servant leadership practices.

Similarly, Oris et. al. (2013) examined the impact of servant leadership on job satisfaction, at a private learning institution, a university in Atlanta. While this study considered only one organization, the present study undertakes eight selected supermarkets in Kenya, adding to the diversity of the research, hence its generalizability. Among the findings was that all the traits identified by Greenleaf (1977) and Spears (1998) related to servant leadership, played a

considerable role in job satisfaction. The research area of the study was a learning institute, whose management contrasts significantly with the supermarket industry.

Therefore, the causes and effects of job satisfaction of the employees may differ. Moreover, the structure practiced by the University is not mentioned, and it remains to be established whether the university used a centralized structure. A deeper understanding of Servant Leadership in the workplace was contributed by Harvey (2018) in research which used the Servant Leadership Questionnaire, and Minnesota Job Satisfaction Questionnaire to identify the relationship between servant leadership and job satisfaction among faculty and non-faculty employees.

The research found that Servant Leadership contributed to a satisfied workforce. However, the sample was drawn from a university as the organization. As earlier noted, management in a learning institute may be significantly different from the supermarket industry. While the former is a service providing organization, the later deals with physical retail products. Additionally, there is no clear information on the specific type of organization structure the study focused on. There is therefore the need to undertake the current study which clearly focuses on the centralized organization structure.

The servant leadership effect on intrinsic and extrinsic job satisfaction of the followers was examined by Ramiet.al. (2019) using a service sector in Kuwait. The study used confirmatory factors and utilized the second order model to test the relationship with core and non-core factors related to employee job satisfaction. The findings revealed that second order factor of servant leadership positively affects both intrinsic and extrinsic job satisfaction. The study focused on intrinsic and extrinsic job satisfaction and data was collected only from service sector organizations in Kuwait unlike the current study which data is collected within the supermarket industry in Kenya.

The focus of the current study is general employee job satisfaction. This focus of the study on intrinsic and extrinsic job satisfaction limits the generalizability of results. Garba and Lily (2020) carried out a planned review of published research on servant leadership impact on employee job satisfaction. The search for published works was done towards the end of the year 2019 from academic sources including: Science-Direct, Scopus, Web of Science, and the Google scholar. Prime words like Servant Leadership and Job Satisfaction were used to search across the sources.

The results provided concrete evidence on the existence of the relationship between servant leadership style and the performance of employees on their job. The investigation was a review of published works and necessarily could not be established that the research was all about finding out the cause and effect between the level of centralization of the organizational structure, servant leadership, and the satisfaction of employees with their job. Moreover, the research focused on job performances rather than job satisfaction, which is a key investigation vein of the current study.

Research on whether the facets of servant leadership as they impact follower satisfaction can be altered by some situational variables, was conducted by Charles (2015) using cross-sectional survey in northern Haiti. The study built a model constituting five constructs: servant leadership, the level of satisfaction with the leader, the job requisites, justified remuneration and visible organizational support. The results indicated that none of the identified variables led to any considerable moderating effects. Notably, the research concentrated on assessing whether effects of servant leadership can be moderated by situational variables, while the present study uses servant leadership as the moderating variable in a centralized organizational structure.

Related study was done by Reza et al. (2015) who tried to identify servant leadership effect on employees' job satisfaction in a telecommunication company. The results showed that servant



leadership promotes the employees' core motivation and impacts positively on their service autonomous behavior via the effect of intrinsic motivation. Notably, in that research, servant leadership was used as the independent variable while in the current research, servant leadership is used as a moderating variable. Additionally, the study focused on a telecommunication company, whose employees' satisfaction demands may be different from those of supermarkets.

On another note, Lim, J. Y., & Moon, K. K. (2021) argue that although transformational leadership has been recognized as a significant predictor of follower work behaviors, open questions remain concerning whether its effectiveness is universally valid or contingent on context. The authors use the social exchange theory and leadership contingency theory, to propose that transformational leadership affects employees' assisting behavior. The results showed that transformational leadership is positively associated with employees' helping behavior; however, when moderated by centralization and formalization, transformational leadership is negatively associated with employees' helping behavior. This research considered both aspects of organizational structure: formalization and centralization, but there still remains a gap insofar as servant leadership is concerned. It remains to be determined the impact that servant leadership style would have under the circumstances and upon the relationship of the variables under investigation.

Using firm-level data to explore the impact of financial supervision structure on firms' financing constraints in 48 developing countries, Mertzanis, C. (2020) found that the financial supervision structure reflects the choice of supervision with or without a supervisory role for the central bank. The focus of the author was the degree of decentralization in decision-making. Using firm, sector and country-level information and includes several sensitivity tests, the investigator reveals that decentralized structures of prudential supervision are associated with more binding

financing constraints of firms in high-income developing countries and less binding ones in market-based financial systems. This is an important finding in centralized versus decentralized organizational structures, but notably the research did not focus on employee job satisfaction and servant leadership concepts.

Another research in this area was done by Chen, C. H. V., & Chen, Y. C. (2021) who found that energy-saving attitude and perceived behavioral control relate positively with the employees' energy-saving habits. They also found that the subjective norm does not have a positive relation with employees' energy-saving habits and that employees' behavioral intentions are a significant mediator from a sample of 322 respondents. Analysis method used was Confirmatory Factor Analysis and Structural Equation Modeling. This study gives important research gaps the present research aims to fill.

Similarly, Krogh et al (2012) sought to determine the extent to which organizational knowledge creation integrates context, knowledge assets, and knowledge creation processes throughout the organization. The new framework used was based on a continuum that ranges from centralized to distributed leadership at three layers of activity: a core layer of local knowledge creation; a conditional layer that provides the resources and context for knowledge creation; and a structural layer that forms the overall frame and direction for knowledge creation in the organization. This research yields important gaps for research, which the present research aims to fill. For the first part, it would be crucial to see the impact that employee job satisfaction would have under the circumstances. Secondly, servant leadership is a tad different from situational leadership, and its impact would add another dimension to this study.

On the concept of servant leadership, Kauppila et al. (2022) investigated the social impact of people not necessarily in leadership roles. This is interesting because servant leadership would

otherwise be expected of people who are in leadership positions by chain of command within an organization. Their analysis of a sample of 667 store managers, 121 line managers and 23 support managers revealed that social influence makes the overall servant leadership of the line managers all the more effective. Consequently, this leads to improvement in commitment and performance of the employees. These are intriguing findings which help create room for the current research to take further.

The study by Eva, N., Sendjaya, S., Prajogo, D., & Madison, K. (2021) is like the present one, which considers the moderating impact of variables. However, the present study considers the moderating impact of servant leadership, not of centralization of organizational structure. They examined if formalization and centralization moderate the effect of servant leadership on job satisfaction using an experimental study. It is noteworthy that experimental studies may be considered expensive and less generalizable than descriptive case studies. The study found that formalization and centralization do moderate the relationship between servant leadership and job satisfaction in different configurations. While this is experimental research, the present study is quantitative and descriptive in nature. The authors found that servant leadership behaviors have more salient effects on followers' satisfaction when they operate in organizations with lower levels of organizational structure. This may seem a bit contrary to the findings by the present research, which reveals that servant leadership moderates the relation positively for the most part. The researchers also consider formalization as a substitute and centralization as a neutralizer for servant leadership. This leaves the gap that the present research aims to investigate. One element of the centralization of organizational structure was indeed seen to affect servant leadership behavior negatively, of which the present research recommends mitigation.

Likewise, Andrade, M. S. (2016) researched into the organizational structure at the institutional and project levels for the development and support of distance learning initiatives. The study addresses environmental and stakeholder issues and explores principles and strategies of effective leadership for change creation and management. This is intriguing to note, considering that leaders in supermarkets in Kenya must have had to change their approach in the pandemic crisis to keep the employees engaged and thus satisfied on their jobs. The author finds that organizational structures must be evaluated both externally and internally as well as the leadership principles.

The authors, like the present study, reveal that there is a need to consider the pros and cons of organizational frameworks to select the most suitable. Further find by the researcher is that decisions must also consider stakeholders and encourage collaboration. This is like the finding by the present study which reveals that participative rather than centrally imposed and top-down decisions are better to facilitate optimum servant leadership and employee job satisfaction levels.

To discern aspects of servant leadership and employee perceptions of it, Franco, M., & Antunes, A. (2020) used multiple exploratory case studies in six Portuguese organizations, and collected the data using interviews, observations and documentary analysis. The research was qualitative, although it has limits including being less generalizable and more time consuming. The researcher found through thematic analysis that empowering, helping subordinates grow and succeed, putting subordinates first, ethical behavior, altruistic calling, wisdom or vision, organizational stewardship, family atmosphere and identification with the leader, are all integral facets of servant leadership. While the study is innovative because it contributes to knowledge about organizations that follow a servant style of leadership, the study reveals important research gaps. The effect of implementing servant leadership upon the structure and employee more was

not considered, for instance. The present research takes this a step further and focuses on the relation between the level of centralization of organization structure and the employee job satisfaction degree.

Similarly, Gašková, J. (2020) research into the concept of Servant leadership and how it has remained a crucial leadership style over the years. The researcher notes that there is a lack of studies within the Central European region reviewing the concept of servant leadership and its impact upon work performance. The present researcher concurs with this perspective, that servant leadership has particularly not been thoroughly researched in literature in view of centralized structure and employee job satisfaction, and the moderating effect of servant leadership.

The author collected data through a self-report questionnaire based on validated and adapted scales, with a sample of 106 Master students of a standard Management program at the University of Economics, Prague, who have a job of 20 hours a week and more. This is interesting yet different from the present study, which instead uses a wider sample and eight selected supermarkets rather than just one organization, making the results more generalizable across the industry. The investigator, like the current research, implemented regression analysis to analyze the data, which showed a positive and significant relationship between supervisor's servant leadership and both subordinate work performance. On the level of individual dimensions of servant leadership, only "empowering" showed to be positively and significantly related to work performance.

This is an important finding, and it is noteworthy that the present research reveals that all aspects of servant leadership are favorable to employee job satisfaction, hence enhanced work output. The author found that students appreciate when supervisor provides them with responsibility and autonomy. It could be argued that while the author considered student overall

experience, this is effectively from the customer perspective. Conversely, the present study looks at the job satisfaction of the employees, who are internal stakeholders for an organization and their needs may be different from customers.

Similarly, Liu's (2019) study of servant leadership, reveals a compelling ideal of self-sacrificing individuals who put the needs of others before their own. However, the researcher focuses on the downsides of servant leadership, by undertaking an intersectional analysis of a particular Asian male senior manager in Australia. Arguably, such research approaches have downsides including the lack of generalizability of the findings of the research. The author conducted in-depth interviews with the specific manager and his staff, finding that the person was not necessarily exercising servant leadership as per its definition, although he was being perceived as a servant leader. Apart from being time-consuming, the results of such qualitative studies may add value to the literature but render the study less generalizable than a quantitative research approach.

In the same vein, Gocen, A., & Sen, S. (2021) acknowledge that servant leadership has earned attention from all types of organizations including public schools. Considering the increasing interest on servant leadership, the purpose of the study was aimed at characterizing the Servant Leadership scale psychometrically through Confirmatory Factor Analysis and Rasch analysis. The authors collected the data from 461 teachers across several countries. While they found that servant leaders generally exercised consistently specific traits including being reliable, they also found that one of the items of servant leadership was more prominent in females as compared to male leaders. The present study does collect the gender data of the employees of supermarkets in Kenya but does not seek to determine whether gender plays a role in determining the effectiveness of servant leadership. Instead, the current research takes an overview approach

to discern the impact that servant leadership has across the employees in the centralized organization setting.

On the other hand, Eva et al. (2018) conducted a study aimed to discern the mechanisms through which servant leadership affects organizational performance. The researchers used the contingency theory, to examine the extent to which organizational strategy and structure affect the relationship between servant leadership and organizational performance. The authors used survey to collect data from 336 direct reports of CEOs, GMs and MDs in Australian SMEs followed by multiple regression analysis to test the hypotheses formulated for the research. The analysis method is like the current research, which also utilizes multiple linear regression followed by moderated regression analysis. Authors of the study found that the relationship between servant leadership and performance is moderated by the three-way interaction effects of differentiation and centralization as well as cost leadership and formalization. The findings imply that the positive effects of servant leadership on performance are more pronounced in organizations with minimal organizational structure that are not fixated on cost minimization. To that end, ensuring that there is a fit among organizational strategy, structure, and leadership is a key priority for senior executives. The findings and implications of this research are important for the present research.

Similarly, Song, Y et al. (2022) recently sought to determine the moderating effect of proactive personality and the mediating impact of job engagement, while investigating the relation between servant leadership and employee voice behavior. Unlike the current study which uses a face-to-face questionnaire, the authors performed a field survey of 216 employees and 23 supervisors in two banks established in the republic of China. The authors found a positive relation between servant leadership and employee voice behavior, and that job engagement and proactive personality mediated and moderated this relationship respectively. It is noteworthy that the study

was not longitudinal, which limits causality. Furthermore, the moderating effect of job engagement and proactive personality were examined, while the present research aims to discern the moderating effect of servant leadership.

Another relevant study was conducted by Al-Asadi et al. (2019) which examined the extent to which perceived servant leadership of the supervisors impacts the intrinsic and extrinsic job satisfaction of the followers. This is like the aim of the present research. The authors used confirmatory factor analysis and structural equation modeling for data testing, which was derived from 205 individuals working in service-sector organizations in Kuwait. The notable demerit of this study is that its view of servant leadership is confined to followers' perception of their leaders. The other limitation is that the study being cross-sectional in nature, limits the ability to demonstrate causality between servant leadership and employee satisfaction. Moreover, the population was service-sector organizations in Kuwait, which limits the generalizability of results. The researchers note that this research helps in highlighting the significance of embracing more altruistic leadership approach in enhancing job satisfaction. This study reveals a gap which the present research aims to fill by investigating the impact of servant leadership in the context of the retail supermarket industry in Kenya, plus its impact upon the relation between centralized organizational structure and the level of job satisfaction of the employees.

An important consideration is the ability of organizations to quickly adapt to change. This was researched by Prawira, S. (2021). The author found this a pre-requisite for sustained success in this dynamic era. Management, the author notes, must be committed to the change. The researcher considers leadership as an important factor to the commitment to change. The investigator thence performs a theoretical review to establish the main antecedents to commitment



to change particularly then proposing that objective workplace spirituality is the mediator between servant leadership and affective commitment to change.

To determine the effect of Servant Leadership on Employee Job Satisfaction, Wase et al. (2020) undertake a systematic review of published research from various academic databases and drew 10 published works between 2014 to 2019 for evaluation. Findings revealed the existence of relationship between servant leadership style and employee job performances. It could be argued that although such reviews are useful because they rely on what previous authors published, the reviews are dependent upon the search terms used by the researcher, and therefore inherently prone to researcher bias.

Noteworthy that findings from both quantitative and qualitative data analyses indicated that servant leadership style is practiced in many organizations, more so in health sector than in educational settings. Thus, the authors recommended that with the evidence of less research in educational settings there is need to carry out more investigation in educational settings across cultures and environment. While addressing the research objective of the current research which seeks to determine the impact of servant leadership on employee job satisfaction, the population and research design selected is significantly different. This reveals a research gap that the present study aims to fill.

Another relevant consideration is the extent to which Servant leadership helps maintain employee job satisfaction by creating an engaging environment, hence work effectiveness. This was studies by Jha, P., & Bhattacharya, S. (2021) using the quantitative method, like the present research. The researchers sampled 150 people were taken as a sample which consisted of several leaders and their subordinates, and administered an emotional intelligence questionnaire. At this point, it can be argued that online questionnaires as a method of data collection may not be as

impactful as a physical hand-administered one, like the one used in the present research. The hand administered questionnaire creates room for assurance of confidentiality and anonymity more than online questionnaires. The authors then analyzed the results using the SPSS software, Pearson correlation and regression was used to understand the significance level and reliability of all the independent and dependent variables, respectively.

The analysis methods are similar to the current study as well. The authors found that presence of emotional intelligence and servant leadership style in a leader plays a huge role in employee job satisfaction, and that both emotional intelligence and servant leadership style in a leader have a significant positive impact upon employee job satisfaction. Of importance is to note that this study left a research gap which the current study seeks to address; the retail-industry employees and their job satisfaction impact of their leaders exercising servant leadership behaviors.

Aspects revealing employee job satisfaction were considered by Ozturk, A., Karatepe, O. M., & Okumus, F. (2021) as they undertook their exploration of the impact of servant leadership on absenteeism, in-role performance, and extra-role performance via the mediating roles of work engagement and job satisfaction. The authors targeted hotel employee-supervisor dyadic data with time-lagged measurement collected in Russia and found that the positive effect of servant leadership on work engagement is stronger than on job satisfaction. This is an important consideration, as there is an element of work engagement before an employee is satisfied on their job, and work engagement is a mediator between servant leadership and job satisfaction. This research is important as it reveals clear gaps for the present study to fill. It is noteworthy that the current study considers the reverse; the moderating effect of servant leadership rather than the moderating effect of employee job satisfaction.

Similarly, Et. al., A. P. U. (2021) use job satisfaction variables for mediators of the study. They seek to decipher the influence of work and personal balance, servant leadership, the reward of employee engagement. The researchers use explanatory research through a quantitative approach to test the hypotheses formulated. It can be argued at this juncture that exploratory research is more suitable for qualitative research. The authors target 205 employees of a certain financial institution in Bandung and the resulting data was analyzed via structural equation model by using linear structural model. Notably, while this study focused on one institution, the present study considered eight identified supermarkets in Kenya from which the sample of 384 employees at various levels of employment is drawn. Results showed that the structural relationship variables of the work-life balance, servant leadership, and reward simultaneously were able to describe the impact on employee engagement. While this study focused on employee engagement, the current study considers employee job satisfaction which includes more elements including work relationships, career progression, and leadership style.

Using a qualitative phenomenological study, Lester, S. L. (2021) examined the influence of servant leadership and employee job satisfaction in a nonprofit organization. This is a different industry from the current study which focuses on the retail supermarket industry. The author included seven employees as participants evoking a discussion of the experiences of the employees during two rounds of semi-structured interviews. While this study considered one firm, the present research focuses on eight different supermarkets in Nairobi, Kenya. The results showed a positive influence of servant leadership on employee job satisfaction. This created a research gap which the present study aims to fill. An additional aim of the present study is to determine the moderating effect of servant leadership in the context of a centralized organizational structure.

Similarly, Pino et al. (2020) undertook a validation of the positive effect of servant leadership on job satisfaction based on the social learning theory. The authors note that it is the altruistic approach that prioritizes the requirements of followers. The authors circulated a questionnaire to a sample of 225 students attending the master's in business administration program at Católica, Peru. Noteworthy, the population and sampling method of the present study is different from this study. The research method was explicative, cross-sectional, and quantitative, and the resulting data was analyzed by factor analysis and structural equation models. The authors revealed that servant leadership positively and significantly impacted upon employees' job satisfaction, and the findings held true in the Peruvian context. These findings highlight the importance of adopting more altruistic leadership approaches in promoting job satisfaction, from which better job attitudes derive. This created a research gap which the present study aims to fill. The present study seeks to determine the impact of servant leadership overall rather than specifically focus on altruistic nature of servant leaders.

In the workplace spirituality, McNabb, S. K., & Rohde, D. (2021) conducted an examination of the relationship between servant leadership and employee job satisfaction. The authors sampled 107 employees from an education resource center with school district sites, and the participants completed the Servant Leadership Questionnaire, Michigan Organizational Assessment Questionnaire, and the Dimensions of Workplace Spirituality Scale. Like the current study, the authors used multiple and moderated regression analyses in hypothesis testing. As expected, and widely agreed in empirical research, the results indicated that servant leadership predicted job satisfaction, and a significant interaction was observed with workplace spirituality. This created a research gap which the present study aims to fill. Notably, the current study additionally considers the moderating effect of servant leadership.

On a related note, Muafi, & Azim, M. (2019) aimed to determine the effect of servant leadership and organizational culture on employee performance mediated by job satisfaction. The authors conduct a study case on employee al-kahfi Islamic boarding school somalangu, kebumen, using a quantitative approach, with data collected from 100 respondents who are the employees at the school. While this study considers one institution, the present research focuses on eight different supermarkets in Nairobi, Kenya. The researchers use Structural Equation Modeling used as the method of data analysis, which reveals that servant leadership has a positive and material effect upon job satisfaction, while not affecting their performance. The finding is like many empirical studies, however it does not consider the centralized setting of an organization. The authors also found that organizational culture had a positive and material effect upon employee performance and job satisfaction. This results in an interesting research gap, which the present research seeks to fill. While this study considered the mediating role of servant leadership, the present research focuses on the effect of servant leadership on employee job satisfaction and the moderating effect of servant leadership in a centralized organizational setting.

Similar to the present study aim, Bennett, D. (2021) examine the relationship between and servant leadership characteristics exhibited and job satisfaction among employees. While they consider two different types of organizations in the Caribbean, the present study focuses on eight different supermarkets. The author used convenience sampling to collect data, with 80 participants in total, distributed equally in the two organizations. There are advantages and disadvantages of convenience sampling. Notably, convenience sampling limits the generalizability of the findings since the sample is not selected randomly. On the other hand, to ensure generalizability of the findings as well as representativeness of the sample, the present study selects the sample randomly.

The authors administered physical copies of questionnaires, with results analyzed through the Pearson's  $r$  correlation test to examine the correlation among the variables.

This is like the present research, noting that hand-delivered questionnaires have advantages over online administered ones including the assurance of confidentiality of the data as online data has the inherent risk of being hacked. The author revealed a strong positive correlation between the interpersonal support and altruism components of servant leadership and job satisfaction for employees associated with the service organization. This results in an interesting research gap, which the present research seeks to fill. The present research additionally focuses on the effect of servant leadership on employee job satisfaction and the moderating effect of servant leadership in a centralized organizational setting.

Similarly, Xiongying, N., & Boku, Z. G. (2021) examined the impact of servant leadership on employee performance in public sectors, and the mediating role of employee job satisfaction in the Ethiopian Ministry of Revenue. While this research focused on a government body, the present research considers the retail industry in Kenya, specifically the supermarket chains. The authors conducted a survey questionnaire plus some unstructured interviews, and used primary and secondary data together with a mixed approach, using both qualitative and quantitative research methods. The researcher selected the Ministry of Revenue's 5 out of 12 branches of taxpayers, and 363 out of 3959 employees to address the study. It is noteworthy that like the present research, the authors used employees from all three levels: top-leaders, middle-leaders, and general employees. The authors tested the formulated hypotheses through Structural Equation Model and Regression Analysis using SPSS, which is like the current research. The analysis methods of the study are like the current research. The study found that servant leadership has a significant positive impact upon employee performance in public sectors, and employee job satisfaction plays a mediating role on

this relationship. This results in an interesting research gap, which the present research seeks to fill. While this study considered the moderating role of employee job satisfaction, the present research focuses on the effect of servant leadership on employee job satisfaction and the moderating effect of servant leadership in a centralized organizational setting.

The integrative literature review by Baar, J. (2021) researching into the ways that community colleges are working to increase student completion, revealed that organizational structure alone will not result in the consistent implementation of practices and policies without a high level of communication and collaboration with leadership. This is an important finding and like the aims of the present study, but in the context of the retail supermarket industry in Kenya. It is noteworthy that the author found centralized leadership as an important facilitator for the benefits of centralized leadership to yield results, while the present study focuses on the importance of Servant leadership as a moderator on the relationship between centralized organizational structure and employee job satisfaction. It could be further argued that while the author considered student overall experience, this is effectively from the customer perspective. Conversely, the present study looks at the job satisfaction of the employees, who are internal stakeholders for an organization and their needs may be different from customers.

On the other hand, the study by Rita et al. (2018) examined the relationship between transformational leadership, organizational commitment, motivation, organizational citizenship behavior, and employee performance. The study was longitudinal in nature, as it investigated over the three months from April to June in the year 2016, in the province of Papua. The researchers used structural equation modeling for data analysis revealing that moderating organizational citizenship behavior does not significantly affect the relationship between organizational commitment, transformational leadership, work motivation and the performance of employees.

This reveals crucial research gaps. While organizational citizenship behavior is thoroughly researched plus the transformational leadership style, the element of servant leadership and how it impacts job satisfaction is not covered in the study. Further, the element of organization structure is not addressed in the study as well.

On another note, Kakkar et al. (2020) find that work engagement mediates the relationship between perceptions of performance management systems effectiveness, employee job satisfaction and turnover intentions. This results in an interesting research gap, which the present research seeks to fill. While this study considered the moderating role of employee job satisfaction, the present research focuses on the effect of servant leadership on employee job satisfaction and the moderating effect of servant leadership in a centralized organizational setting. The researchers conduct a survey-based design where they collected data from 322 employees in India, all attending a management development program at a premier business school. The problem with conducting a study based on participants attending an event is that arguably, the results become less generalizable. The authors concluded that work engagement mediated the relationship between performance management systems perceptions and job satisfaction and turnover intentions. This leaves a gap for research which the present study aims to fill by considering the impact of servant leadership on employee job satisfaction.

On a related note, Amah, O. E. (2018) found that self-efficacy is critical to servant leadership, and motivation-to-serve materially determines the servant leadership behavior. The study was a cross-sectional survey of managers and their subordinates from six organizations located in Lagos, Nigeria. The author also found that servant leadership directly or indirectly leads to: leader-member exchange, organizational citizenship behavior, and job satisfaction. The findings are in concurrence with many empirical studies that, and the present research takes the



extra stride in seeking to determine the moderating impact of servant leadership in a centralized organizational setting.

To explain under what conditions servant leader behaviors impact followers in organizations, Donia et al (2016) focused on the moderating role of subordinates' motivational orientations on the relationship between servant leadership behaviors and job satisfaction. This is like one of the fundamental aims of the current study, however the moderating effect of servant leadership is sought in the present research. The authors use time-lagged data collected from 192 supervisor-subordinate dyads, revealing that servant leadership is positively associated with employees' job satisfaction, but not significantly related to their performance of organizational citizenship behaviors. Interestingly, the authors found that subordinates' motives moderate the relationships between servant leadership and outcomes. An important implication from this study is that servant leadership may not be equally beneficial for all followers. This reveals an important research gap which the present study aims to tackle; the present research focuses on the effect of servant leadership on employee job satisfaction and the moderating effect of servant leadership in a centralized organizational setting.

Similarly, Khuwaja et al. (2020) aimed to decipher whether servant leadership assists to minimize negative perceptions such as organizational politics. This is interesting because if leadership helps remove the negative aspect, it essentially helps foster the positive one, which is beneficial to the organization. The authors used a sample data of 320 employees working in the largest public sector, that of Electricity Distribution Company of Pakistan in 6 different districts and 115 offices. Like many empirical studies on the subject, the authors analyzed the data through structural equational modeling which revealed that servant leadership style has a positive influence

on negative political perceptions. This reveals an important research gap which the present study aims to tackle.

In another study, Poerbonegoro and Setiawan (2017) note that any industry, including life insurance companies have to make the right choices to acquire and be more responsive to customers and motivate their employees. Upholding of the trust of the customer and both intrinsic and extrinsic motivation of employees are crucial. Again, this reveals crucial research gaps. While motivation is thoroughly researched, specifically with relevance to internal factors of motivation of employees, the leadership style and how it impacts job satisfaction is not covered in the study. Further, the element of organization structure is not addressed in the study as well.

In an erstwhile study, Pigors & Roethlisberger (1942). found that managers have to decide on the management controls to motivate their employees. The researchers argue that there is a need to find moderator variables that help management controls work more consistently. This is in line with one of the fundamental aims of the present study, which aims to discern whether servant leadership moderates the relationship between organizational structure and employee job satisfaction. The authors argue that employee-management relationship affects employee morale and moderates the effects of management controls on morale, through their research of 100 manufacturing plants in Japan, the United States, and Italy. Interestingly, the authors found that feedback, incentive control, and autonomy did not, by themselves, improve employee morale. However, the moderation of each by a close employee-management relationship improved employee morale. The present research seeks to take this finding a step further to decipher the extent to which servant leadership can moderate to alleviate employee job satisfaction, hence their output for the organization.

In a bid to examine how the quality of work life influences job satisfaction, Muskat, B., & Reitsamer, B. F. (2020) used questionnaire data from 328 millennials in European hospitality businesses. Noteworthy, that the authors specifically had the views of millennials incorporated in this study. The current study considers any employee within the selected supermarkets as a sample, if aged between 18 to 60, leading to the results being more generalizable. Using quantitative research, they found that gender and organizational type influence the job satisfaction of millennials. Another notable finding of the study was that receiving appreciation at work increases job satisfaction for both women and men but, when receiving little appreciation at work, women remain more satisfied. This is an important finding as the current research also considers the gender of the respondents albeit at the descriptive statistics level.

In a related study, Kurniawan, R., & Anindita, R. (2021) found that supervisor attitude impacts upon employee engagement, and that motivating factors such as rewards and recognition do lead to improvement in employee work performance. With a survey questionnaire, the investigators sampled 170 marketing employees in the banking industry in Tangerang, Indonesia. The authors analyzed the data using Structural Equation Model, with the results showing a relationship between rewards and performance, while there was no relationship between perceived supervisor support and performance. Noteworthy, however, is that the authors found that employee engagement mediates the relationship between rewards and recognition of job satisfaction. It can be argued that the appropriate leadership style could be implemented to have employees more engaged to the company, thus making them respond better to rewards and recognition, with the aim to enhance their work performance at the organization.

In a related study, Fishbach, A., & Woolley, K. (2022) find that rather than factors external to employees, it is Intrinsic motivation that is key for consistent and long-term success at work.

They posit that when employees are motivated internally, they experience work activities as aligning to the goal of the firm leading to increased job satisfaction of the employees. Again, this reveals crucial research gaps. While motivation is thoroughly researched, specifically with relevance to internal factors of motivation of employees, the leadership style and how it impacts job satisfaction is not covered in the study. Further, the element of organization structure is not addressed in the study as well.

An erstwhile study by Michaels et al. (1988) investigated how organizational formalization influences work alienation through role ambiguity, role conflict, and organizational commitment. It is noteworthy, that formalization is a crucial element of the structure of an organization, like the level of centralization. The researchers tested interrelationships using data obtained by self-administered questionnaires from 215 salespeople of a manufacturer of industrial building materials revealing that greater organizational formalization is associated with lower levels of role ambiguity and role conflict, indicating that detailed guidance and instruction from leaders can be beneficial for employees. Furthermore, close control of employee behavior did not seem to alienate marketers from their work or reduce commitment to the organization. This is an interesting finding, as the present study also seeks to determine whether close control affects employee job satisfaction, this time in the context of servant leadership.

The summary of the present study and gaps is shown in Table 2.6.

**Table 2.6 Servant Leadership on Employee Job Satisfaction**

/N	Author	The study	The findings	Gaps in the study
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	B akri et. al. (2021)	Impact of servant leadership on the satisfaction of employees with their job	Attributes of servant leadership greatly impact upon the job satisfaction	Used employee character as a moderating variable
	O ris et. al. (2013)	Impact of servant leadership on job satisfaction.	All the traits identified by Greenleaf (1977) and Spears (1998) related to servant leadership, played a considerable role in job satisfaction.	Study was a learning institute, whose management contrasts significantly with the supermarket industry.
	R amiet.al. (2019)	Servant leadership effect on intrinsic and extrinsic job satisfaction of the followers	Second order factor of servant leadership positively affects both intrinsic and extrinsic job satisfaction.	The study focused on intrinsic and extrinsic job satisfaction and data was collected only from service sector organizations and second order model to test the relationship.
	G arba and Lily (2020)	Review of published research on servant leadership impact on employee job satisfaction	Evidence on the existence of the relationship between servant leadership style and the performance of employees on their job	The research was just a review of published work.
	C harles (2015)	whether the facets of servant leadership as they impact follower satisfaction can be	The results indicated that none of the identified variables (the level of satisfaction with the leader, the job requisites,	The research concentrated on assessing whether effects of servant leadership can be

		altered by some situational variables	justified remuneration and visible organizational support) led to any considerable moderating effects	moderated by situational variables
	R eza et al. (2015)	Identifying servant leadership effect on employees' job satisfaction in a telecommunication company	Servant leadership promotes the employees' core motivation and impacts positively on their service	Servant leadership was used as the independent variable

Source: Researcher (2021)

### Moderating role of Servant Leadership

The researcher reviewed studies on moderating role of servant leadership, this was aimed at having a clear picture on the previous studies which might have focused on servant leadership and understand how servant leadership has been used in previous studies. Eva et. al., (2013) used servant leadership in their study, albeit as the independent variable while the moderating variables were decision making process and structure. The study used vignette experiment and cross-sectional survey, which is similar to the current research which uses a descriptive cross sectional design by considering eight identified supermarkets in Kenya. The results of the finding by Eva et. al., (2013) showed that structure has a significant role to play when moderating leadership styles. Interestingly, this study provides a gap as the current study uses servant leadership as the moderating variable and structure as the independent variable. Further, the current study is categorical on the type of structure, where centralized structure is used.

Similarly, a study by Sousa & Dierendonck (2016) focused on Servant Leadership and follower Job Performance, and the moderating variable was the employee motivation. Their study investigated a motivation of public service employee, based on social learning theory. The results indicated that motivation moderates the influence that servant leadership has on employee job performance. In analysis the results the research of this current study found that servant leadership was not used as the moderating variable rather as an independent variable affecting employee job performance. The study was not clear on whether the performance moderated by motivation was due to employee job satisfaction, although the difference between these terms is considered marginal. Further, the study used social learning theory while the present research uses modern management theories as well as servant leadership theory coupled with motivational theories including Herzberg's hygiene and motivation factor theory.

Another study that was conducted by Farida et. al. (2020) on the impact of Servant Leadership upon employee Performance used affective and cognitive trust as the moderating variable and dependent variable was employee performance. The findings showed that servant leadership predicted affective trust employee behaviors towards the organization and performance of tasks by employee. The study is silent on the moderating role of servant leadership on job satisfaction on a centralized organizational structure, and the current study is set to highlight the moderating role of servant leadership on job satisfaction and specifically on centralized structure. It is also important to note that the current investigation is undertaken in supermarkets in Nairobi, Kenya.

The influence of servant leadership on organizational commitment was investigated by See and Brian (2013) in Malaysia, using trust in leaders as the moderating variable. The findings indicated that trust of leaders is a partial moderator between servant leadership and organizational

commitment. This exposes a gap that information on servant leadership as the moderating variable in this previous study is unfound. Further, the element of organizational commitment is investigated, and this may only be considered one part of the many constituents of employee job satisfaction.

Similarly, Sobia et. al. (2021) investigated the impact of servant leadership on employee engagement in Pakistan using self-efficacy as the moderating variable. The study found that servant leadership increased self-efficiency and thus increasing employee engagement. However, this study is different from the current one as there is an agreement servant leadership may increase job satisfaction due to increased self-efficiency. The current study compared the strength of servant leadership in affecting employee job satisfaction in a centralized organizational structure setting.

The recent pandemic has resulted in many industries facing challenges in operation forcing them to either downsize or lead to other forms for challenges. Bojadjev, M. I., & Vaneva, M. (2021) investigated whether COVID-19 pandemic significantly impacted internal communication in organizations from both leader and employee perspectives. They analyzed both prior and post the date that the COVID-19 was declared a pandemic by the World Health Organization, 16th March 2020, meaning that the research was longitudinal in nature, which is different from the present study which encompasses a descriptive cross-sectional design.

Two separate questionnaires were designed: one for leaders, and other for employees generally. Again, this is different from the current study which implements a common questionnaire for all three levels of employees at supermarkets in Kenya: Regular, Mid and Top level. The researchers performed this study of a private company in North Macedonia, finding that across the two groups, some observations were common: communication had become virtual,



meetings were significantly made more brief, there was more involvement of the leader's insofar as giving feedback is concerned.

This provides an important insight into what employees are feeling in the recent times due to the impact of the pandemic; that leaders should provide more timely and constructive feedback which is detailed enough to keep the employees engaged and motivated. The major difference observed between the two groups was the leadership perception. Leaderships viewed their leadership style as being by example in both instances, while employees argued that the priority of their leaders was work-life balance. Since the current study is conducted post-pandemic, it is intriguing to see how much employees value the feedback and quick decisions of managers and leaders, and how servant leadership behavior moderates this feeling of the employees.

Related research is that by Fuller, R. P., & Rice, R. E. (2022) who focused on how non-profit organizations plan for crisis such as the COVID-19 pandemic, as well as their strategic actions in face of the pandemic. Researching through 578 public charities in the United States of America, the authors conducted longitudinal surveys before the pandemic and six-months into it. They used descriptive statistics and hierarchical regression for data analysis. The current research uses a descriptive cross-sectional design rather than a longitudinal approach considering its time suitability and relevance to the research aims. The study by Fuller, R. P., & Rice, R. E. (2022) found that the communication done externally determined that extent to which the organizations could maintain activities that were critical, and that tolerance and innovation are key solutions to tackle such catastrophes.

Similarly, Yuliharsi et al. (2018) posit that employee's transformation initiative is crucial when implementing turnaround process; which is an important requirement for crisis management. The authors also argue that leaders need to consider the top-down approach on decision making,

attention to detail, and open communication to gain employees commitment. This is intriguing since the current research aims to determine whether top-down decision making is helpful in fostering employee job satisfaction in the retail supermarket industry, specifically in a centralized organizational context. The present study seeks to determine the moderating effect of servant leadership upon centralized structures affecting employee job satisfaction.

On a related note, Walter, F., & Bruch, H. (2010) empirically investigated the role of organizational structure in the transformational leadership process. The authors examined organizational centralization, formalization, and size as components of the structure of the organization. The researchers thence use a sample of 125 organizations to test their set hypotheses, which reveal that both the centralization and size of an organization are negatively related to its transformational leadership climate, whereas formalization has a positive association. This reveals a research gap which the current study fills in conveniently. The finding is dissimilar to the findings by the current study which reveals that apart from a few elements of centralization, it generally favors the effective implementation of servant leadership behavior within the organization. The present research also takes a slightly different approach by considering the moderating effect of servant leadership rather than the impact that transformational leadership has in organizations.

Another study was that done by Onyebuchi et al. (2019) who aimed to examine the impact of job satisfaction on organizational performance, finding that job satisfaction is crucial for improved organizational performances because it creates positive attitude. The researchers found that job satisfaction creates positive high staff morale among employees, increases employee commitment to an organization, and enhances their level of motivation, and directly impact on the productivity level of employees. This finding is relevant to the present research because the moderating impact of servant leadership is to be determined, and for that, the specific traits relevant

to improving the level of employee job satisfaction in a centralized organization structure are considered.

The authors recommend that leaders should seek to gauge the attitude of their employees, since these are indicators of potential dissatisfaction. This is important to note, particularly because communication in centralization organizations typically flows from top to bottom, and servant leadership impact in harnessing the attitude of employees apparently becomes critical for a clear understanding of employee frustrations. Further, the authors find that managers should also raise employee satisfaction by focusing on the intrinsic and extrinsic motivating factors. However, the researchers make a disclaimer noting that a satisfied workforce is not a guarantee of successful organizational performance highlighting that the strategic position of the organization and its ability to tap opportunities are additional important considerations.

Using a deductive approach and a cross-sectional research design, Chaudhry et al. (2017) conducted a study with which sought to determine whether employee engagement and job satisfaction are mediators between working environment, training & development, and organization performance. Arguably, deductive approach is a first step, which is followed by an inductive approach, that seeks to examine the root cause of an observed phenomenon. A self-completion survey was used to collect data from 300 respondents. The resulting data was analyzed using Structure Equation Modeling, while the present research uses regression analysis. The researchers found that employee engagement and job satisfaction mediated between working environment, training & development, and organization performance. This reveals a research gap that the present study aims to fill, the determination of the moderating impact of servant leadership.

The investigation to analyze the effect of servant leadership, organizational culture, and work motivation upon employee performance at Mimika District Hospital was done by Yumte et

al. (2017). The authors used saturated sampling method to collect data from 198 participants, using primary data through a questionnaire. This method of ensuring that the sample is representative of the population is considered as adding validity to the data collected. The authors analyzed the data using path analysis via program Structural Equation Modeling with the Analysis Moment Structures software program. While the method used to collect data is qualitative and so is the analysis that followed, the present study uses a quantitative approach considering its suitability to the research questions and hypotheses formulated, as well as the sample size.

The researchers found that servant leadership, organizational culture as well as work motivation significantly affect employee performance at Mimika district hospitals. This is aligned to the current research which successfully establishes that servant leadership similarly positively impacts upon employee job satisfaction in the supermarket chains in Kenya. However, the present study additionally considers the moderating impact that servant leadership has upon the effect of centralized supermarket structures on the level of job satisfaction of their employees.

Table 2.7 Moderating role of Servant Leadership

/N	A uthor	The study	The findings	Gaps in the study
	E va et. al., (2013)	Servant Leadership and Job Satisfaction: Moderating Roles of Decision-Making Process and Structure	Structure has a significant role to play when moderating leadership styles	Servant leadership was used as independent variable
	S ousa &	Servant Leadership and	Motivation moderates the influence	Servant leadership was not uses as

	Dierendo nck (2016)	Follower Job Performance	that servant leadership has on employee job performance.	the moderating variable rather as an independent variable affecting employee job performance
	F arida et. al., (2020)	Impact of Servant Leadership on Performance	Servant leadership predicted affective trust employee behaviors towards the organization and performance of tasks by employee.	Used affective and cognitive trust as the moderating variable
	S ee and Brian (2013)	The influence of servant leadership on organizational commitment	Trust of leaders is a partial moderator between servant leadership and organizational commitment.	Information on servant leadership as the moderating variable in the study is unfound.
	S obia et. al. (2021)	Impact of servant leadership on employee engagement In Pakistani	The study found that servant leadership increased self efficiency and thus increasing employee engagement	There was no direct assessment of the strength of servant leadership in affecting employee job satisfaction

Source: Researcher (2021)

### The Supermarket Industry and Definition of Terms

A supermarket according to Wicker (2016) is large self-service retail market primarily engaged in selling food stuffs and general household merchandise. Kenya as a country has several retail supermarkets where the customers walk in and select the goods that they want and move on to pay at designated till or cash counters. The supermarkets in Kenya are believed to have started

in 1975 and the industry has established itself ever since; with the first supermarket to set foot in Kenya being the famous Uchumi retail chain of supermarkets which was first established in the capital Nairobi, later it launched its branches almost in all major towns in Kenya (cytonnreport.com, 2022),. During this time Uchumi enjoyed what a monopoly in doing business as there were no other similar retail chains for quite a long period of time.

Over the years, other supermarket chains entered the industry (Njung'e, 2017) with varied success stories. The retailing supermarkets are a significant contributor to growing the economy of the country by generating tax revenue for government and offering employment opportunities to the populace (Kang'ethe et. al., 2019). Research by the Kenya bureau of statistics (2018) on the contribution of the retail industry to the economy found that the retail industry contributed 13.4% of the formal employment in the private sector in 2017 and that the retail chain contributed to 4.7% to the country's gross domestic product.

This percentage contribution was believed to emanate from the taxes from the chains and taxes from the retail chains. Many supermarkets have now reduced their operations, with only two major ones able to open a few branches during the just concluded year 2022. In fact, according to cytonnreport.com (2022), the best performing are Naivas and Quickmart considering that they expanded by opening five and three new branches across the country during the year 2022. Hence, retail supermarkets in Kenya have had different growth patterns as explained by report of the government of Kenya of 2018, resulting in different profits.

Some supermarket chains closed due to challenges to maintain market share and achieve sustainable growth (Ausseill, 2017). In the year 2020 and 2021, the supermarkets experienced further lower performance because of corona virus which advocated staying at regulation which kept potential customers away (Jumah et al., 2022). Although closing shop or low performance

which may be associated with many factors such as covid-19, competition, economic downturn, strategic structure adopted by particular entity, the satisfaction of workers from the retail chain among others. The contribution of servant leadership moderating employee job satisfaction in a centralized organizational structure is not well explained in the literature in place.

This sets the need of a study which focuses on this important industry to find out what could be the relationship between centralized organizational arrangements and how employees are satisfied with their work in servant leadership practice environment. Recently, there have been studies undertaken focusing on the supermarket industry in Kenya. For instance, Jumah et al. (2022) recently found that feasibility studies are directly and positively related to the sustainability of supermarket business in Nairobi, Kenya. The sample is like the present research, because the authors had investigated seven of the supermarkets that are operational in Kenya. The authors found that all the types of feasibility study: technical, economic, operational and legal feasibility studies were important. While important aspects were researched, it is noteworthy that this research did not consider the impact of leadership and centralization level of the supermarkets.

Like the present study, (Wanjohi et. al, 2019) conducted a survey of the supermarkets in Kenya using a questionnaire. However, their target sample was Chief Executive Officers, Supervisors and Managers at the identified supermarkets. This deviates from the current research which instead considers employees at all levels: top management, mid-level and regular employees within the supermarkets in Nairobi, Kenya. The study conducted had a recommendation that organizations should use their structure, culture and direction to align to their internal environment. Their other finding is that an organization that is well 'laid out' results in enhanced organizational performance. The current research takes this recommendation forward by determining whether

centralized organization of supermarkets in Nairobi, Kenya indeed impact employee job satisfaction and to what extent, leading to their enhanced performance.

Similarly, Cheboi & Mulili (2022) conducted a study to determine the impact that strategic alliances have upon the supermarket competitiveness in Nairobi, Kenya. The authors sought to examine the strategic alliances involving innovation, the level of financing, and distribution. They conducted a questionnaire survey and sampled 77 branch managers in 7 major Nairobi supermarkets. With descriptive statistics and regression analysis, the authors were able to reveal that all types of alliances researched: financing, innovation and distribution alliance, significantly impacted the supermarket competitiveness. One of the findings was that despite these alliances, some of these supermarkets had management challenges. Apart from recommending that these alliances should be improved for better success rates of the supermarkets in Kenya, the researchers proposed that management get more involved in the ‘administrative support’ of these critical retail organizations. While notable aspects were researched in this study, it is worth mentioning that the research did not consider the impact of leadership and centralization level of the supermarkets.

Another study related to supermarkets was that conducted in Indonesia. The study considered 30 employees from a specific supermarket. The present study, on the other hand, considers 400 employees from 8 identified different supermarkets. The study used simple linear regression which is like the current study. The findings of that study revealed that leadership style at supermarkets significantly determines the level of employee performance. While this study did not consider servant leadership style impact in particular, nor did it include the centralized organization structure in its context, the findings were important nonetheless.

#### Definition of Key Words and Concepts



The words which were regarded to have high significance were defined. This was important to the study to bring clarity in terms of the direction of the researcher. The words or concepts defined gave way to research to put it clear which definition is taken into consideration in the various explanations of the study.

The definitions of the key words and concepts are outlined below:

#### Organization

Adeniyi, (2018) opined that an organization is where two or more individuals work together in a manner which is aimed at accomplishing a common objective. Accordingly, Buse et al. (2018) define an organization as a collection of people who have a known, general and deliberate purpose. Similarly, Huggins (2019) posit that an organization is an arranged relationship between employees as well as their jobs and amongst departments, leading to a purposeful aim to which are then allocated resources - including people. Further, Kovaçi et al. (2021) observed that an organization is a coordinated stream of activities by two or more individuals, adding that; people, structure, and purpose; really define organizations. For this study, the definition by Adeniyi (2018) is adopted. Example of organizations include: non-governmental organizations, international organizations, corporation, not for profit organizations political organizations, supermarkets, Universities charities etc.

#### Structure

There have been various definitions of the term structure by various authors; Abouzeedan & Hedner (2012) explained structure by stating that, it is a means for arrange that encompasses hierarchical levels with distinct functions, responsibilities. This is the definition that adopted in

this thesis. Other authors such as; Bassett & Carr, (1996) observes structure is the planning of business capability providing management and functional associations within an organization. Wang & Zhan (2014) said that structure is the interior delineation and outline of associations by which the institutes put confines and margins for efficient performance by its staff, by stating clearly the responsibilities of each person or team and control over company resources.

King and Granville (1999) explained vividly that structure is an interconnected lay down events which revolve to advance, and renew a complete cycle of activities in an organization. The structure provides the means of achieving two main objectives: the process of decision-making and allocating resources.

#### Centralized Organizational Structure

Every organization according to Ntale (2020) may use several dimensions of structure such as, formalization, specialization and integration with the aim of efficient control and influence employee towards the predetermined collective goals. Other organizations may use different types of organizational structure such as matrix, centralized, flat, divisional, function team based etc. The structure which business enterprise chooses to adopt and implement is determined by size, length in operation, strategy option, technology and the external business environment (Ahuja & Carley 1999).

Although Ntale (2020) agreed that different various structural designs are adopted by different organizations, there are two which are widely used by most organizations which are centralization and formalization. At the same time Ntale (2020) gave a definition of organizational structure which explained that it a carefully developed framework describing the relationship of systems of the organization, the designed jobs, the processes involved in the operations by the

organizations and the workers and teams who are arranged to arrive at known goal. Authors such as Irannezhad, (2008) and Ntale (2020) agree that the correct structure must be brought into consideration as a strategy for competitive advantage and for the better control of organizational functions.

In this study the focus was given to centralization as observed in supermarkets in Kenya and the study examine the relationship between centralized organizational structure and job satisfaction among employees. Neves (2012), observed that, centralization refers to power invested on particular individuals, office that make all the decisions pertaining the operations of that organization. In other words lower managers, employees or other offices are not allowed to make any decision of their own rather implement decision from single decision maker. Therefore, centralized organizational structures are where decisions are made by one individual who provides entire direction for the company (Harris & Raviv 2002). Kitaeff (1994) argue centralized organizational structure is where all decisions are made at the top management team or in a head office and is made to trickle down to the lower levels of command.

There are two levels of centralization as observed by Chin (2016) which are: - Level one is the measure of contribution that is allowed among employees towards deciding on the organization's operations (Amount allowed for employees to make contributions into decision-making in the organization). The second level is the scale given to an employee to have control and participate in managing or giving input over the job or responsibility given to him. This level is mostly referred to as degree of job autonomy. In this vein, when level one and the second levels are at high values then it is said that the organization is highly decentralized. On the other hand when level one and level two records low values the organization is said to be highly centralized. The study investigated low levels of both and its relation to employee satisfaction in supermarkets

in Kenya. In the supermarkets in Kenya employees have limited or no control of input or decisions about their daily task and have limited or power in guiding the future of the organization. All decision trickles down from the top management.

Organizational structure has some dimensions which are formality and centralization. Formality refers to the acceptable procedure of jobs in the organization. It is widely agreed by scholars such as Lock & Seele (2016) and Chin (2016) organizational relations in formal institutions are well explained to staff in the form of writing and carefully in most cases with an organizational graph.

In the case more changes are required the manager just mentions them; in the other hand organizations that are informal the organizational relations are better explained to staff in an oral manner (by word of mouth) and the information given change naturally and often (Kushner, 1994). In this scenario information is construed to the same or permanent as derived or developed deciding authority. If a job has a high formality, its performer has a minimum freedom for doing the related activities and the time and manner of doing them. In such a circumstance, staff is expected to use the same structures with a certain method in order to cause some predetermined results. In the other hand centralization is defined as: power accumulation in one point and decentralization means lack of accumulation or a little accumulation. Lock & Seele (2016) noted that centralization is related to the degree of scattering of decision options, not to geographical separation.

## Leadership

Leadership has been explained differently from several points of observation; however, all the definitions share the idea that leadership encompasses the method of influence of followers

towards performing a mutual task excellent. It is due to leadership that makes organizations to achieve its goals. Without leadership no goals can be achieved. On the other hand when leadership is poor the goals are either not achieved or poorly met (Chin 2016).

Therefore, it is the competence of a leader to make sure he/she influences the conduct of followers and behave in manner that persuades them to follow a given path of working or a specific plan which tends to be bent towards achieving the organization goals (Gil et al., 2018). Similarly, Ntale (2020) observed that, a leader always thinks about what followers require and by doing so that serves as attempts to assist them in reaching full potential.

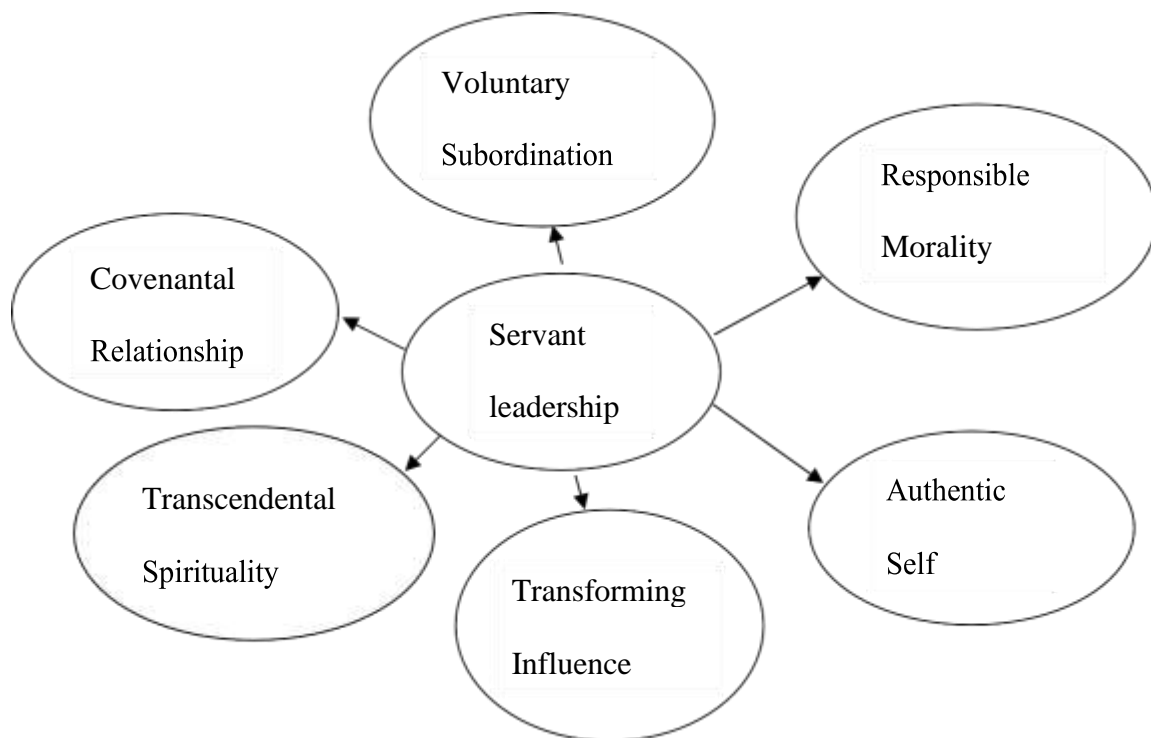
Invariably, Wang & Zhan (2014) stated that the process of influencing people to understand and belief in the leader's way of doing things and excellent making things done excellently encourages and empowers followers about undertaking necessary actions as perceived in the leaders' eye towards achieving the goals of the organization. Accordingly, Huggins (2019) opined that that leadership is a practice where a person persuades an individual or group of people towards working to accomplish an informed objective. Leadership is a way to influence followers to attain set targets (King & Granville, 1999) by unifying people (Shoghi and Nazari, 2012).

### Servant Leadership

The concept of servant leadership was brought forward by Greenleaf in 1977 which is about four decades ago and pragmatic observed that the core responsibility of leaders is to serve their followers (Gil et al 2018). Servant leadership as it was defined by Greenleaf is more than a mere management technique therefore it involves the leader's actions towards serving the followers. It should be understood as a kind of a lifestyle entrenched in leader's characteristics freely towards serving followers first (Parris & Peachey, 2013). Servant leadership has six key

dimensions which are; Covenantal Relationship, Voluntary Subordination, Responsible Morality, Authentic Self, Transcendental Spirituality and Transforming Influence (Hersom, 1970).

Figure 2.3 Servant Leadership Dimensions



**Covenantal Relationship:** This is a relationship where both parties make promises which are binding towards working towards an established common goal. In the case of servant leadership, the parties are the leader and the follower.

**Voluntary Subordination:** The leader's passion to relinquish the status of superiority in support, give example and show direction by embracing the followers.

**Responsible Morality:** The obligation to judging others whether their actions are morally responsible, and this goes hand in hand with holding yourself and others morally responsible.

**Authentic Self:** The understanding of who truly you are. This is despite having relationship or influence from other people. Therefore, a servant leader does not mind what other people think about him so long as he exhibiting authentic self.

**Transcendental Spirituality:** A character of a leader or a thinking of leaders that something, someone else other than him/her and material world exists and balances the meaning of life.

**Transforming Influence:** Is more than building rapport, therefore it includes the inner desire of a leaders to influence and show direction to followers.

Servant leadership advocates for stability between the leaders' character, acts, and their steady commitment to serve others, accept what they do and to make sure followers are motivated to perform to their fullest capacity. It is widely believed to achieve accepting workers responsibilities and motivation two steps must be followed; first, servant leaders seek to develop a strong relationship with followers through how they communicate to followers i.e. good and effective communication must be assured (Bowen, 2004).

Leaders must listen to followers to determine and discover the workers requirements, aspirations, and potential. Secondly, servant leaders use the information obtained due to the build relationship step one to know better how to serve the followers. According to Arney (2007) servant leaders display certain behaviors in their relationship with their subordinate. The behaviors depict a good example or support to followers. These behaviors includes: - integrity, honesty, veracity unselfishness, humbleness, empathy and healing, personal growth, empowerment, fairness and justice.

### Employee Job Satisfaction

Employee Job satisfaction is the worker's perception that his / her expectations have been met (Csaszar, 2009). Therefore, if the employee's expectations are met as per the employee needs,

then the employee is satisfied, if the expectations are not met, then the employee is dissatisfied. Also, Waldersee et. al., (2003) defined employee satisfaction as a sensation or a feeling that employees have about their job. Consequently, employee satisfaction is about how content an individual is with their job. Lock & Seele (2016) argue that satisfaction is dependent upon attitudes; and these attitudes are got by analyzing three fundamental elements: cognition, affect, and behavior. Furthermore, employee satisfaction is associated with the psychological outcomes such as fairness in compensation, engagement hours, perceived organizational support, nature of working tools, purpose, connectedness, challenges, and opportunities (Csaszar, 2009).

#### Components of Job Satisfaction

There are three components of job satisfaction which are:- Evaluative, Cognitive and Affective.

**Evaluative:** This said to be the dislike or like of the work that an individual performs. Normally this is viewed as the response by the work. This according to Chambliss (2013) evaluative component of job satisfaction is done by asking the employee how satisfied they were in a likert scale and what the response displays the level of job satisfaction with work or sometimes the organization.

**Cognitive:** Commonly referred to as the employee perception or opinion regarding the employing organization. Davis (2020) simplified this component and observed that this is what the individual worker expects from the employing organization.

**Affective:** This is the feelings induced by the employing organization. Positive feeling improves the individual employee towards better performance of the employee duties while negative feeling may evoke nonperformance.



### Summary

The chapter reviewed literature relevant to the topic. The key areas included: centralized structure, employee job satisfaction and the moderating effects of servant leadership. Information was gathered using search terms in various search engines such Google and relevant journals. The literature review exhibited two major areas the theoretical review and empirical review.

The theories were explained, and some gaps emerged which formed the basis of the current study. The present study is based on modern management theories considering their relevance to decision-making, employee engagement and productivity (Wicker, 2016 and Khan et al., 2021) while classical management theories have a rather rigid and closed view of organizations (Kovaçi et. al., 2021). Classical management theories include scientific management and Administrative theories (Wren et al., 2002, (Nadrifar et al., 2016, and Voxted, 2017). The classical theory has also been criticized on many aspects, especially by the behavioral scientists who believe that the classical theory with organizational formality and not sufficiently with the focusing on the employees in the organization.

The modern management theories used in this study are: Quantitative Theory of management, Systems Theory, and Contingency Theory. Quantitative Theory of Management considers the risks and limitations of each action before implementation (Coetzer, 2018), and Systems Theory conceives that every level of employee working synchronically is vital for organizational success (Khorasani & Almasifard, 2017). Thus, as observed by Ntale, et. al., (2020), the systems approach is concerned with the interaction between the different aspects of the organization including: people, formal structure, technology, and the environment which addresses the research question of the current study.

The Contingency Theory, on the other hand, believes that the strategy of the management is dependent upon the circumstance at hand, and that three variables determine the management strategy: organization size, technology used, and the leadership style (Donia et. al., 2016, Burns, 2007, and Kang'ethe et al., 2019). The element of leadership style is an integral part of the present research. In the same vein it gauged the effectiveness of the contingent measures taken up by the leaders in the centralized structure. These modern management theories formed the basis of finding out the solutions for some of the specific objectives which concerned understanding the impact of the centralized structure on employee job satisfaction, as well as determining the impact of the servant leadership as the moderating variable in a centralized structure setup.

Throughout history, from erstwhile scholars such as Udy (1959), to modern-day scholars such as Goswami & Goswami (2010), Pakarinen & Virtanen (2017), Abouzeedan & Hedner (2012), Ahuja & Carley (1999), Arney (2007), many have studied organizational structures and their benefits to the organization and employees. The Classical Theory by Taylor and Weber developed in 1947 and Fayol in 1949 concerns with formal structure, and not individuals who make the structure work. Therefore, gap exists within the theory on how structure relates to employee job satisfaction that makes the structure.

The Human Relations Theory founded by Elton in 1932 does not explain centralized organizational structure which is run by excessive coercive power and dictatorial rules in reference to having good human relation from the managers. The Decision-Making Theory by Herbert in 1948 does not address the concept of Servant leadership the present aims to determine how servant leadership can improve decision making in a centralized organization. Weick's Model coined by Karl in 1969 does not consider whether servant leadership has an impact on the communication flow between lower-level employees and the top leadership. The Systems Approach established

by Bertalanffy in 1940 lacks the consideration of whether centralized structure which functions by dictation from the top management.

Leadership theories have been in existence for decades. The Trait Leadership Theory founded by Carlyle in 1849 helps the present study in determining whether a leader's traits as such as listening, empathy, persuasion and foresight evidenced in servant leadership, are important for job satisfaction of the employees. Participatory Leadership Theory founded by Creed in 1978 assists in ascertaining whether traits such as awareness of servant leadership qualities improve understanding of employees in a centralized organizational structure setting. Transformational Leadership Theory coined by Downton in 1973 was used in the present study to determine whether employees under servant leadership also yield great organizational results. Other authors have dismissed transformational leadership as being insensitive to the context (Lim & Moon, 2021).

Transactional Leadership Theory founded by Max Weber in 1947 helps the current study by examining whether servant leadership qualities are restricted to reward and punishment for performance and underperformance respectively. Situational leadership established by Blanchard and Hersey in 1969 helped to check whether emotional support in servant leadership which is also expressed in situational leadership impacts on the job satisfaction of employees.

Contingency Theory founded by Fiedler in 1962 was Used to explain whether servant leadership can be used in different situations, and how that impacts on employee job satisfaction. Servant Leadership Theory established by Greenleaf in 1970 was the main theory which was used to understand whether the characteristics of servant leadership moderated the relationship between centralized structure and employee job satisfaction.

The researcher has also used various theories on motivation and job satisfaction in the present study. In relation to Maslow's Hierarchy of needs Theory (Singh, 2019 and Tanner &

Ghatak, 2020), the current study considers a wide range of employee job satisfaction factors ranging from monetary to non-monetary rewards. Related to Herzberg's Two Factor Theory of motivation (Alshmemri et al., 2017), the present research focuses on whether servant leadership behavior is a motivating factor leading to enhanced job satisfaction.

Moreover, McClelland's need for achievement theory (Baptista et al., 2021) helps the researcher determine whether the achievement and power needs come into play in the supermarket industry particularly in a centralized setting where the decisions are centrally made. The Protection-Motivation Theory (Good & Hyman, 2020), on the other hand, assists the present research determine, in the context of communication being top-down and decisions made centrally, how protected the employees feel particularly where they are not included in decision-making. In relation to Douglas McGregor's theory of X and Y (Zendage, 2018, and Ahmad et al., 2021), the present research builds an understanding of a wide range of factors ranging from monetary to non-monetary rewards insofar as employee job satisfaction is concerned.

The conceptual framework includes the Centralized Organization Structure as the independent variable of the study which considers: Decision made at the top, Top-down communication of decisions, closely controlled operations, Central control and Uniform/Consistent Message across the organization. The dependent variable on the other hand is employee job satisfaction which includes both monetary and non-monetary elements. The third variable of the study is servant leadership, which is the moderating variable, which includes the traits of: Listening, Developing followers, Persuasion, Foresight and Humility.

The empirical literature review focused on past studies conducted by other researchers. The empirical reviews reviewed various gaps ranging from methods used, area of the research, how servant leadership is used in the studies. Several studies have considered the Effects of Centralized

Organizational Structure on Employee Job Satisfaction, and the present research aims to fill the gaps in this literature. For example, Permitasari et al. (2021) found that centralized decisions are suitable for internationalization of education as they avoid costly errors, but their study was longitudinal, qualitative and focused on one organization.

On the other hand, Situmorang et al. (2020) found that centralized organizational structures do encourage employee job satisfaction, hence improvement in their work, but they used Path Analysis and focused on Automotives in Indonesia. Further, Novian et al. (2019) found that the structure of the organization had a direct and significant impact upon the commitment of the teachers to the organization, but they used Path Analysis and focused on the educational sector in Indonesia, like Hutabarat (2015). Moreover, Tawata et al. (2021) found that organizational design is enhanced by employee participation and impacts upon employee motivation, but their study was qualitative and focused on one university in Thailand.

This study was like that of Vashisth, A., & Sharma, L. (2021) who considered employees in India. Furthermore, Aslan, M. (2021) found that Strategic Decision-Making Group Size, Strategic Decision-Making Style impacted both Centralization and Formalization, but he used convenient sampling and analyzed the data collected from various Turkish organizations through Partial Least Squares. Finally, Khan et al. (2014) found that organization context variables such as formalization within organization structure significantly impact organization commitment, but their study did not consider centralization as a critical component of organizational structure.

Numerous studies have considered the Effects of Centralized Organizational Structure on Servant leadership, and the present research aims to fill the gaps in this literature. For instance, Kim, J. (2020) found that Servant Leadership was positively associated with formalized

organizational structure and negatively associated with centralized organizational structure, but the survey was of the South Korean Army and used the hierarchical linear modeling analysis.

Further, Schmidt & Groeneveld (2021) found how cutbacks trigger centralized decision-making and top-down planned change processes, and that the most critical action for a leader in a crisis is to secure employees' support for change, but the study was restricted to public managers and was a qualitative case study. This is relevant because of the considerations of the recent COVID pandemic, like Ruiz-Palomino et al. (2022) who acknowledge its impact on the hospitality industry.

The later study finds that servant leaders as supervisors in these industries may help alleviate the problem by mitigating depression in employees, but their study was based on hotels in Spain and used structured equation modelling for analysis. Moreover, Victor (2020) finds that the degree of structural formalization adopted by an organization reflects how knowledge controls the flow of action, but the study focused on formalization rather than centralization and was conducted in hospitals in New York and New Jersey. Furthermore, Abbas et al (2020) found that organizational culture directly influences employee satisfaction, but their study was based in a specific organization in Pakistan and did not consider the aspect of centralization of the organizational structure.

A huge number of studies have focused on the Effect of Servant Leadership upon Employee Job Satisfaction. For instance, Bakri et. al. (2021) found that wisdom, persuasive mapping, emotional healing, and altruism, as servant leadership traits greatly impact upon the job satisfaction, but they used employee character as a moderating variable and utilized purposive sampling which arguably has an inherent proneness to research bias either in the form of sampling or selection bias. The research found that Servant Leadership contributed to a satisfied workforce.

Further, Harvey (2018) found that servant leadership contributed to a satisfied workforce. However, the sample was drawn from a university as the organization and management in a learning institute may be significantly different from the supermarket industry. Moreover, Reza et al. (2015) found that servant leadership promotes the employees' core motivation and impacts positively on their service autonomous behavior via the effect of intrinsic motivation, but the study focused on a telecommunication company, whose employees' satisfaction demands may be different from those of supermarkets. Furthermore, Kauppila et al. (2022) investigated the social impact of people not necessarily in leadership roles. This is interesting because servant leadership would otherwise be expected of people who are in leadership positions by chain of command within an organization. Considering both Centralization and Formalization of structure, Eva et al. (2021) found that servant leadership behaviors have more salient effects on followers' satisfaction when they operate in organizations with lower levels of organizational structure.

Arguably, the experimental study may be considered expensive and less generalizable than descriptive case studies. Further, Song, Y et al. (2022) found that servant leadership impacted employee voice behavior, and that job engagement mediated this relationship respectively; unlike the current study which uses a face-to-face questionnaire, the authors performed a field survey of two banks in China. Moreover, Wase et al. (2020) revealed the existence of relationship between servant leadership style and employee job performances, but they reviewed published research from academic databases, are dependent upon the search terms used by the researcher, and therefore inherently prone to researcher bias.

Furthermore, Jha, P., & Bhattacharya, S. (2021) found that presence of emotional intelligence and servant leadership style in a leader plays a huge role in employee job satisfaction, it can be argued that online questionnaires as a method of data collection may not be as impactful

as a physical hand-administered one, like the one used in the present research. Arguably, the hand administered questionnaire enhances confidentiality and anonymity.

Moreover, Ozturk, A., Karatepe, O. M., & Okumus, F. (2021) found that the positive effect of servant leadership on work engagement is stronger than on job satisfaction, but the population was hotels in Russia, and the present study considers the moderating effect of servant leadership rather than the moderating effect of employee job satisfaction. Furthermore, Lester, S. L. (2021) found a positive influence of servant leadership on employee job satisfaction, but focused on a particular not-for-profit organization and the study was qualitative with seven participants in semi-structured questionnaires.

Several studies have considered the role of Servant Leadership. Further, Eva et. al., (2013) used servant leadership in their study, albeit as the independent variable, finding that structure moderates the leadership style significantly. Additionally, Sobia et. al. (2021) investigated the impact of servant leadership on employee engagement in Pakistan using self-efficacy as the moderating variable and found that servant leadership increased self-efficiency and thus increasing employee engagement.

Finally, Yumte et al. (2017) found that servant leadership, organizational culture as well as work motivation significantly affect employee performance. However, the study was based on a selected district hospital. While the method used to collect data is qualitative and so is the analysis that followed, the present study uses a quantitative approach considering its suitability to the research questions and hypotheses formulated, as well as the sample size.



### CHAPTER 3: RESEARCH METHOD

The problem is that supermarkets in Kenya have recently been facing a significant decline in their performance and presence (Mbatia & Wanjiku, 2020, and Sande, 2022), while being major contributors to economic growth. Arguably, this is a national and industry-level problem rather than an individual problem. In fact, because some renown supermarkets in Kenya have recently closed (Wanjohi et. al, 2019), it is imperative to determine the extent to which these organizations influence employee performance through satisfaction (Ogbo, 2015, and Madanchian et. al, 2016) and the impact of their structure on employee job satisfaction levels (Pugh et. al., 2018). Moreover, while organizational structure generally affects performance (Schnetler et. al., 2015), it is vital to establish how centralized structures of supermarkets influence the leadership style adopted (Kang'ethe et al., 2019).

The purpose of this quantitative study is to assess the relationship between centralized organizational structure and employee job satisfaction. The major elements constituting the Centralization of Organization Structure will be assessed in relation to the impact that they have on the Job Satisfaction levels of the employees; and this will address the first research objective. Also, the study will include the determination of the impact of the major elements making up a Centralized Organization Structure pertaining to the servant leadership behaviors of the leaders at various levels in the supermarkets in Nairobi, Kenya; and this will address the second research objective. Moreover, the major elements that define servant leadership traits will be assessed in relation to the impact that they have on the Job Satisfaction levels of the employees; and this will address the third research objective.

This chapter covers the Research Methods and Data Collection tools used. The present study adopts a quantitative research approach which involves a method aimed to discern the

relationships as well as the causal effect between variables. It should be noted that quantitative research leads to data which is numerical or at least convertible into numbers. The chapter also describes the population for the research and the sample derived. The population for the current study is 6,020 employees of the supermarkets within the Nairobi region of Kenya, while the sample of the research Study was derived as 400.

Moreover, the research tool is also included in this chapter; closed-ended questionnaire of five-point Likert scale. Furthermore, the definition of variables is also included in this chapter. The study had three variables Centralized organizational structure, employee job satisfaction and servant leadership. The researcher keenly observed ethical procedures including confidentiality, permissions from the university and the participating supermarkets, plagiarism, anonymity, harm limitation principle and informed consent principles.

Improving employee satisfaction on their jobs has become an increasingly important issue for leaders in organizations (Özbenli, 1999 and Priporas, Stylos and Fotiadis, 2017). The design of the organizational structure is one of the several methods that have been proposed empirically when trying to promote employee job satisfaction. It is the extent to which an organization directs its functions, departments, resources, and people toward a common or focused purpose, that determines the level of centralization of its structure (Schnetler, Steyn & Staden, 2015). Similarly, in line with the argument by Donia, Panaccio and Wang (2016), centralized organizational structure facilitates servant leadership and this in turn results into higher employee job satisfaction, with positive impact upon employee performance. Organizational structure therefore is key in establishing the leadership style used, as well as an organization's interaction with its micro and macro environments.

Additionally, the leadership style adopted has empirically been found to have a profound impact upon the relationship between leaders and their followers, with a consequential effect on raise or fall in job satisfaction. This forms a facet of the Contingency Theory, which depicts that the design of an organization should ideally align with its environment as well as its subsystems. Following through, the subsystem does include the style of leadership that is implemented (Kang'ethe, Kiboi and Mathenge, 2019).

Centralized organizational structure has empirically been believed to be centered around the leader; and this leads to the discussion on how leaders need to deal with their followers, hence the importance of servant leadership. Therefore, this study investigated the relationship of centralized organizational structure and the satisfaction of employees with their work, as well as determine the moderating role of servant leadership. In today's world, increasing emphasis is being placed on the use of the organizational structure to increase in employee performance (Wanjohi, 2019). More specifically, the retail industry is generally touted as a major contributor to the GDP across many nations (Njung'e, 2017); it enhances the need to study the structure in supermarkets, which belong to the retail sector. Similarly, Schnetler et. al. (2015) notes that it is vital to understand the way of entrepreneurs structure their firms is of critical significance.

The results of that study have helped the sector gather more evidence on the relationship between centralized organizational structures and employee work contentment as the variables. The main intention of the present quantitative study is to assess the relationship between centralized organizational structure and employee job satisfaction. Also, the investigation determines the moderating effect of servant leadership. The supermarket industry in Kenya according to Wanjohi et. al, (2019) uses centralized organizational structure and there have been performance challenges forcing some supermarket chains to liquidate owing to diminished

performance. Pekmezci, Ates and Turgut (2017) find that organizations that are centralized, promote servant leadership which focuses primarily on the growth and well-being of people. When the wellbeing of employees is catered for, their satisfaction with the job is enhanced, and this has a consequent impact upon both the worker and firm performance (Madanchian et. al, 2016).

### Research Approach and Design

The researcher acknowledges that the research paradigm selected has been a major guidance on the study via the assumptions made and the principles followed for the research (Park et al., 2020). Positivism philosophy is deductive in nature, follows hypothesis testing, and the results from the test of hypotheses leads to the findings. The approach is usually quantitative, where large samples are selected. The advantages are that the resulting findings are usually more generalizable and replicable. The ontological belief for positivist philosophy is that reality exists and can be measured quantitatively, and the epistemological stance is that knowledge is developed independently of the researcher hence objectivity (Park et al., 2020).

Conversely, interpretivist and post-positivist philosophy assumes that there is no one universal truth or reality, and that the researcher and the participants cannot be separated completely, while encouraging a qualitative approach (Panhwar et al., 2017) to research. The researcher uses the philosophy of positivism rather than post-positivism or pragmatism, which would have viewed the research from a realism ontological standpoint (Serva, 2023). Instead, the realist ontological belief is upheld which argues that an independent reality exists. This is done to ensure the attainment of the research questions set and the hypotheses formulated hence aimed to better satisfy the goal of the present study.

The researcher first determined the research approach to use in the study. Apart from the mixed method, there are two categories of research approaches: qualitative and quantitative (Kothari 2004). The present study has adopted the quantitative research approach (Schoonenboom and Burke 2017). On the other hand, qualitative research becomes applicable when an exploration and understanding of the belief, actions and demeanor needs to be made.

The resulting data is non-numerical, such as the description by a student of his difficulty in answering questions, rather than measuring their grades (Shields & Twycross, 2008). Aligning with Kothari (2004), this approach could not be used, since the present study involves finding the relationship of the variables which were centralized organizational structure (independent variable), employee job satisfaction (Dependent variable) and servant leadership (moderating variable). Therefore, quantitative approach was considered more appropriate.

The present study adopts a quantitative research approach which involves a method aimed to discern the relationships as well as the causal effect between variables. It should be noted that quantitative research leads to data which is numerical or at least that is convertible into numeric. Similarly, Sekaran and Bougie (2013) found that quantitative research approach aims to test established theories through the examination of the connections amongst variables.

The present research uses this approach as it would measure the impact of centralized organizational structure on employee job satisfaction, centralized organizational structure impact on servant leadership, the impact of servant leadership on employee job satisfaction and servant leadership moderating role between centralized organizational structure and employee job satisfaction. Shields & Twycross (2008) also observed that in research where relationship of variables is to be determined, quantitative approach should be used. As Zaidah (2007) observed, quantitative approach consists of four main types: descriptive, correlational, causal-comparative/

quasi-experimental, and experimental research that attempts to establish cause-effect relationships among the variables.

Among these designs the researcher chose the descriptive type of quantitative research, to help determine the response to the research questions of the present study. Further, quantitative research method is a research methodology that aims to gather data that is quantifiable for statistical analysis. In the case of this study the population sample was obtained from the selected supermarkets in Kenya. Quantitative research is meant to avail systematic quantifiable information about a given process (Amin, 2005). It is the subsequent data analysis that reveals the standing of the hypothesis under investigation. The researcher uses descriptive type of quantitative research (Zaidah, 2007) as this is believed to fit the Research Questions and Hypotheses of this study most suitably and readily collects statistically analyzable data.

According to Schagen (2000), a thorough collation of data needs rigorous verification and choice of the subject matter and mensuration of the variables of the study. The quantitative design was used because of its capability to compare different variables. The variables in this study being centralized organizational structure, employee job satisfaction and servant leadership. Correlational research design could have been used in this study however correlational studies attempt to focus on the degree of the relationship between variables statistically; they are not able to clearly determine the impact of one variable on to the other. Simply correlational research would show the association or relation of one variable with the other. This design could not have been used because some of the study objectives required analyzing the impact of independent variable to the dependent variable.

Conversely, the Quasi experimental research aims to reveal causal effects among the variables (Kothari 2004). The present research did not adopt the quasi-experimental approach as

this may not consider cases where the causes and effects are reversed. In this study the independent variable was centralized organizational structure, thus if effects were reversed then the study would not have realized its goal of determining the impact of centralized organizational structure on employee job satisfaction. Saunders (2018) also observed that one problem with the quasi-experimental research design is that an external factor may be responsible for both the hypothesized case and effect.

Alternatively, Experimental research design could have been used in the study; however, this type of design is believed to have an effort to keep all other variables constant and monitor the changes in one given variable (Sandelowski, 2000). The independent variable is thence controlled to establish the impact on the dependent variable. This study did not intent to manipulate the independent variable. The current study uses naturally occurring groups which are top-level managers, mid-level managers and regular employees in selected supermarkets in Kenya.

Mugenda and Mugenda (2003) observed that quantitative method is preferable where tabulation of the impact or relationship of one variable on the other variable is required. The researcher decided on the quantitative research approach to be descriptive in nature, since that dictated how data was: gathered, analyzed, and interpreted. Data was collected by use of closed-ended questionnaires which were administered by hand delivery. The questionnaire was developed on a likert scale of 1-5 whereby: 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree; for each statement of the four objectives. This likert scale with a scale of five was used by Davies and Davies (2004) and Goldman and Richards (2016). Similarly, Greene (2006) in his book argued that the use of five-point likert scales is appropriate. They have been noted as being simple to understand for the researcher and the respondent, and more efficient

higher-point scales. The respondents are also presented with reasonable amount of choices rather than becoming overwhelmed by reading many choices in higher likert scales.

The present research adopts Means and Standard Deviation to describe the data collected (Mishra et al., 2019). The standard deviation is meant to show the extent of dispersion from the average (Kothari 2004). In this research, this was done to determine how close the answers were to the mean to determine the constancy of the response such that an interpretation can be made, and implication drawn. This type of analysis was done as Tsagris, et al., (2020) while studying hypothesis testing for two population means opined that it indicates the closeness of the answers to the mean of the respondents.

Other authors who used mean and standard deviation and found it an efficient method in quantitative studies include: Eric and Herring (2020), Dixon and Woolner (2016), Sheard (2018) and Jung (2019) among others. Pearson Correlation was used to determine the relationships of centralized organizational structure and employee job satisfaction. Additionally, multiple regression model was used to study the impact of the independent variables on the dependent variable and thus get answers to the research questions.

The Pearson correlation measures the strength of the linear relationship between the variables; and has a value between -1 to 1 (Ong and Puteh, 2017). Therefore, the analysis measures whether there is: negative linear correlation (value of -1), no correlation (value of 0), or a positive correlation (value of +1). This method was used as it indicates the presence or absence of correlation between the variables and determines the exact extent or degree to which they are correlated. This method was also stated to be advantageous if research is investigating the relationships between variables (Ong and Puteh, 2017).



Rather than univariate techniques, the proposed study considers using a multivariate approach to statistical analysis, considering that the variables in this study are interrelated (Dodson, 1993). Multiple regression as a method of data analysis attempts to assess the degree of the relation between the dependent and independent variables and the significance of each element affecting the relationship. It is noteworthy that multiple linear regression as a method of data analysis has various assumptions including the requirement of a linear relationship between the variables (Kothari, 2004).

The researcher has worked on this assumption heading into regression analysis. All the analysis was done using the SPSS software, which is very similar to the Statistical Package for Social Science. The data was presented in tables and graphs, and the findings were written objectively and in a succinct and precise format as advocated by Creswell (2013). Once the data was analyzed, the findings were outlined, interpreted, and explained to draw inferences and discern implications. Due care was taken to give contextual details about the investigation; and proper connection of the theories and literature was observed explaining the data. To actualize the quantitative method precisely, the researcher followed the following steps outlined by Jung (2019).

The first step for this quantitative study was identification of the theory in literature that relates to the variables and their relationship. The researcher in recognition that that quantitative research starts with theory signifies the broadly deductive approach therefore the researcher first thought of the theory to signify the study, as signified by authors such as Vaccari (2019) and Li (2021). The theory identified relates to the structure of an organization, comparison and contrast of various leadership theories and employee motivation theories. Since the study is in the field of business administration, a management science, the study also considered the theories around management of organizations as the fundamental theoretical underpinnings of the present research.

Next, the researcher developed the hypothesis that the research aimed to address. The hypotheses were not only based on the research objectives, but also considered the theory that the research would focus on. Concisely, the specification of the hypothesis to be tested was done. The hypotheses of the study were: there is no significant impact of centralized organizational structure on employee job satisfaction, there is significant impact of centralized organizational structure on employee job satisfaction, there is no significant impact of centralized organizational structure on servant leadership behaviors, there is significant impact of centralized of organizational structure on servant leadership behaviors, there is no significant impact of servant leadership on employee job satisfaction, there is significant impact of servant leadership on employee job satisfaction, servant leadership does not play a moderating role between centralized organizational structure and employee job satisfaction, and servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction.

As a next step, the researcher embarked on the determination of the variables with the goal being to operationalize the concepts. The author established that the Centralized Organizational Structure is the Independent Variable, whose impact upon Job Satisfaction is to be determined. The Job Satisfaction level of the employees at the supermarkets is therefore the dependent variable. Since the impact of Servant leadership was to be deciphered upon the effect that centralization of the organizational structure has upon the level of employee job satisfaction, servant leadership was established as the moderating variable. Each of these variables was then disintegrated to include the most pertinent elements constituting the variables. This made the researcher break the concepts down into more specific measures which can be readily understood.

Thereafter, it was important for the researcher to select the Research Site. As per the research topic, the research site was established as the selected supermarkets in Kenya. The

researcher undertook to visit the eight supermarkets with the aim to ensure that the sample selected was achieved as ethically as possible and within the timeline set for completion of the data collection phase. The eight supermarkets were all brick and mortar, within the Nairobi region of Kenya, and all these supermarkets are headquartered in Nairobi city.

Next the researcher embarked on the Selection of the Participants. The researcher targeted 400 participants as a sample based on empirically established sample size recommendations and online calculation. Other requirements included having employees ranging from 18 to 60 years, and from both genders. The researcher used stratified random sampling rather than simple random sampling to select the sample, since the target was supermarkets specifically in Nairobi, Kenya. Another reason was to ensure the inclusion of the supermarket that is almost closing shop in Kenya. Stratification according to Kothari, (2004) means dividing a population into groups with each group having specific characteristics. In this study, the employees from all the three groups: Top manager, Middle level managers or supervisors and regular level, have been derived. The participants were obtained from the selected eight supermarkets in Kenya, all from Nairobi city as a representative of the whole country.

Data collection was the next step of the researcher and involved the physical gathering of the data from the respondents. To achieve this, the researcher first developed the data collection tool, a closed-ended questionnaire, which was custom designed to include all the aspects of the variables under the study. The questionnaire was pilot tested to ensure that it includes valid questions, and this was checked through the Content Validity Index. Once the questionnaire was approved and distributed through the Human resource departments of the various supermarkets, who were kind enough to approve for the research to be undertaken at the chosen supermarkets, the researcher opted for a two-week duration to allow for the filling of the questionnaire. After a

period of two weeks, the researcher arranged for an appointment with the Human resource departments of the various supermarkets to collect the filled questionnaires together with the filled Informed Consent Forms. The total number of filled questionnaires at this stage was tallied to 384 out of the 400 questionnaires issued.

The data collection process followed a sequence of events performed by the researcher. The first visit to the selected supermarkets entailed furnishing the human resource representatives of the selected supermarkets with the Gatekeeper Letters as recommended by the learning institution, UNICAF University. The aim of the author was to ensure that there is a clear communication done related to who the researcher was, what the research was about, the academic purpose of the study, the timeframe of the data collection process including issuance and collection of the questionnaires and the manner of distribution, the elaboration of the strictness with which participant information will be handled including the assurance of anonymity and confidentiality and the assistance required from the human resource representative.

The researcher also asked the Human Resource representatives for the number of employees at the supermarkets. Having 400 employees as the chosen sample, it was imperative to attain those number of responses, therefore it was critical to determine how many informed consent forms and questionnaires will be issued to which supermarket. On the same day, the researcher discussed the questionnaire with a few of the human resource representatives. This was aimed to ensure that the questions included in the questionnaire indeed reflected the purpose of the study and their relevance to the subject. The author felt it important to determine whether the questionnaire, which was custom designed for the current research, indeed covered all the elements required to discern the impact of each variable of the study. The researcher measured the Content

Validity Index following the feedback from the selected human resource representatives, and proceeded to the next step.

Having confirmed the Validity, the next step for the researcher was to ensure that the questionnaire is reliable. The author sought to determine the reliability of the quantitative self-administered questionnaires by the test-retest method. The author therefore furnished the first ten questionnaires to identified employees at one of the supermarkets, distributed through the human resource representative. Giving it a sufficient duration of one week, the investigator proceeded to collect the questionnaires and issued another ten questionnaires to the very same employees who participated in the first ten questionnaires. This was ensured by entrusting the same human resource representative to facilitate the distribution as the first ten questionnaires.

Following another one-week duration, the author proceeded to collect these second batch of ten questionnaires and performed the reliability test to determine the Cronbach's Alpha value. As the Reliability Test crossed the Cronbach's Alpha value of more than 0.8, the researcher deemed the questionnaires to be reliable. Once the Validity and Reliability were confirmed, the author took the 400, the total sample, of informed consent forms to the human resource representatives based on the sample selected and delivered them to the human resource representatives based on the number of employees that had been determined.

One week passed when the author chose to collect the informed consent forms. However, 16 out of the 400 were not filled, and the researcher interpreted that as the unwillingness of the employees of the supermarkets to participate in the research. The investigator therefore collected 384 out of the 400 Informed Consent Forms, confirming that one name, sign and the date appeared as a minimum. With the presence of a name, sign and date, the researcher felt confident that the employees had read and understood their role in the research and that they were willing to be part

of the study through a conscious and uncoerced decision, and that they recognized the importance of the research to their industry.

The researcher then handed a total of 384 questionnaires, to the selected supermarkets, based on the number of signed informed consent forms. The author insisted to the human resource representatives/ assistants that they help distribute the questionnaires to the exact same employees who had duly filled the informed consent forms. The researcher notes a shortcoming here, that the participants were not given room to ask questions related to the informed consent forms, and this could have been avoided by a hand-distribution of the questionnaires to the participants. The limitation was overcome by providing sufficient duration to the participants to read and understand the contents of the informed consent forms, and only sign and proceed if they felt that they were okay to proceed and be included as participants to the study. After 3 weeks, the researcher collected the filled questionnaires, which totaled to 384 in line with the signed informed consent forms.

The researcher sought approval from the university to proceed with data processing followed by data analysis. This was the next step, which included coding, summarizing, feeding the raw data into excel, thereby converting the data set into valuable, usable information. The SPSS software was used for detailed analysis which included descriptive and inferential statistics. The Mean and Standard Deviation in addition to frequency tables and graphs, were used for descriptive statistics, while correlation, multiple linear regression and moderated linear regression was used for the inferential statistics.

Based on the analysis of the data, the researcher interpreted the results of the analysis, inferred findings, and drew conclusions. This was done as objectively as possible so that the research added value to the literature. Through the quantitative nature of the study, the researcher remained independent from the research, hence avoiding researcher bias. The final step was to

writing up the findings. The researcher wrote down the findings systematically. In writing the findings, the researcher discussed the results; comparing the finding in the research with findings of other authors who performed similar or related studies.

### **Population and Sample of the Research Study**

Population has empirically been defined as the persons, events or items that have been well defined and selected for research (Kerlinger, 1981). Similarly, other researchers such as Smith, (1994), Smith and Sugden (1988), and Royall (1970) have commonly referred to a population as the universe from which the sample size is drawn. Thus, in most investigations the two words: population and universe; have a common meaning. Since the present research involves the study of a population, the researcher began by identifying the specific supermarkets involved in the study. The selected supermarkets were eight, and all brick and mortar, which excludes online stores. The supermarkets selected are all headquartered in Nairobi; which were considered as strata while determining the sample size.

The reason for selecting these eight supermarkets is to obtain a sufficient sample size for a thorough research on the subject. The total employees in these supermarkets in Nairobi region is circa 6,000 people and was taken as the total population of the study. While the rest are fully functional supermarkets in Kenya, Nakumatt is almost closing its doors. Sample has been derived from the population (Smith, 1994, Smith & Sugden, 1988, and Royall, 1970) with Probability Sampling done to ensure that each person from the population has an equal chance of getting chosen (Kothari, 2004), and Stratified Random Sampling to ensure representativeness (Schreuder et. al., 2001 and Tansey, 2007). Sample size was felt reasonable as it meets Yamane's formula (Adam, 2020), and this has been confirmed using an Online Calculation (Calculator.net, 2022).

The mix for well-functioning and one having dismal performance was to give a chance for the combination of ideas on getting answers to the research questions developed from the topic of the study which is the relationship between centralized organizational structure and employee job satisfaction: the moderating effect of servant leadership. Among other benefits, this combination would gauge if Nakumatt's poor functioning is due to the impact of centralized organizational structure or lack servant leadership leading to employee job dissatisfaction which in turn provide for low performance of the supermarket chain.

From secondary research, the number employees in the eight supermarkets are approximately six thousand employees. All Nakumatt's thirty-one employees have been included in the sample for purposes of this study considering that the number is significantly low. Once the categories were done for each supermarket, sample procedure was done. Sampling procedure is defined by Kothari (2004) as "...the process of selecting a part of the aggregate of the totality based on which a judgment or inference about the aggregate or totality is made.

It is a process of selecting a group of people, events, behavior, or other elements with which to conduct a study. It also includes selection of technique that is going to be used in the selection process." Probability sampling was used. Probability sampling means that every member of the population has a chance of being selected; the selection of the participants was done randomly (Kothari, 2004).

Random sampling was carefully done to ensure that the sample is representative of the whole population (Schreuder et. al., 2001 and Tansey, 2007). Specifically, the probability sampling used was stratified random sampling technique. Stratification was only insofar as the selection of the eight supermarkets was concerned, and the researcher used stratified random sampling rather than simple random sampling to select the sample, since the target was



supermarkets specifically in Nairobi, Kenya. Another reason was to ensure the inclusion of the supermarket that is almost closing shop in Kenya. Stratification according to Kothari, (2004) means dividing a population into groups with each group having specific characteristics. In this study, the employees from all the three groups: Top manager, Middle level managers or supervisors and regular-level, have been derived. The participants were obtained from the selected eight supermarkets in Nairobi.

A sample size of 400 was used in the study, as derived from the population. The sample size selected was much higher than what Yamane (1967) formula for calculating sample size gives making our sample more representative. Both female and male genders were included in the study with equal chance of selection. The participants were selected from the ages 18 to 60 years. In the sample size, the participants from each supermarket were represented by a certain number of members derived using the Mugenda and Mugenda (2003) avouchment, which observes that the number of members of group or category of 5% of the category target population of the group is regarded as representative.

Therefore, the total sample size of 400 is found to constitute a representative member for all of the selected supermarkets. The inclusion criterion was that the participants must have been employees of the participating supermarkets. On the other hand, the study exclusion is people who were not working in the participating supermarkets and people with mental disability. Other People with disabilities were included provided they are working in the participating supermarkets and if they can provide the consent for themselves. Reasons for opting not to do online questionnaires included: inconvenience in online administration of the face-to-face questionnaires; and to obtain a better response rate since people would shy away from answering personal questions as well as have a heightened fear of a breach of confidentiality.

The Questionnaire was checked for Validity by drawing response from a few HR representatives from the selected supermarkets, and this ensured the questionnaire is based on the RQs and Objectives of the study (Suanders et al, 2007, Heale and Twycross, 2015, Yusouff, 2019, and Shoman et al., 2021) where the threshold of 0.796 of CVI was met (Zamanzadeh, 2015). Validity testing is used to establish the extent to which a given research indeed measures the aim of the research and whether the results of the study are credible (Shoman et al., 2021). The researcher ensured the validity of the study by ensuring that only questions relevant to the research were included in the data collection tool (Heale and Twycross, 2015). Consequently, the researcher selects to adopt the Content Validity Index, to test this validity (Zamanzadeh, 2015, and Yusoff, 2019). As Amin (2005) and Rutherford-Hemming (2015) note, the below formula ensures that the data collection tool collects valid data:

$$\text{CVI} = \frac{\text{Number of items regarded relevant in the questionnaire}}{\text{Total Number of items in the questionnaire}}$$

If this is above 0.796, the questionnaire is valid. All the items in the questionnaire have a CVI above the threshold (Amin, 2005 and Rutherford-Hemming, 2015). Reliability, on the other hand, is the accuracy of the research instrument (Heale and Twycross, 2015, and Taherdoost, 2016). The Reliability of the Questionnaire was tested by piloting the questionnaire from the first 10 respondents, then Test-Retest done, which showed Chronbach Alpha's coefficient of 0.857 hence confirming the reliability (Schougaard, et al. (2018). This assured the researcher that the questionnaire will provide consistent results over time (Taherdoost, 2016). The researcher uses the test-retest method to ensure reliability of the questionnaires (Matheson, 2019). The Reliability

Index of 0.8 (Matheson, 2019) and 0.857 (Wario and Khalfan, 2015) reflect a high reliability Index. The current research meets this threshold and therefore gives assurance that the questionnaires are reliable as used in the present research. To ensure reliability of the instruments (Taherdoost, 2016), the internal consistency method using Chronbach's alpha co-efficient is selected.

#### Materials/ Instrumentation of Research Tools

Since the researcher was not able to locate an already developed questionnaire that contained the elements addressing the research aims, the author developed a questionnaire to use in this research, and this is reproduced in the Appendix. The researcher collected data using close-ended questionnaires, which are modelled by adopting the Likert scale, which ideally allows for quantitative statistical analysis of resultant data. Questionnaires have been empirically established as including questions which let the respondent mark a tick indicating their opinions (Wario and Khalfan, 2015). The questionnaire derived is established considering: the problem statement, literature review and the conceptual framework of the current research. The researcher adopted closed ended questionnaires with sufficient duration for the responses. This gave respondents freedom to give answers at their own prescribed time. The questionnaire was chosen because it's relatively cheap and able to collect large amounts of data (Kothari 2004).

Additionally, confidentiality is observed at the highest priority, while the questionnaire as a research instrument also reduces errors through standard likert scale questions. In developing the questionnaire, the researcher determined the likert scale to be used by asking the question: "what was to be measured?" This led to development of indicator statements. On the other hand a decision was arrived on the response scale to be used. The likert scale of 1-5 whereby: 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree; for each statement of the four

objectives. This scale was tested to ascertain if it was favorable to the developed indicator statements, and scale with a scale of five was used by Davies and Davies (2004).

The researcher has used Questionnaire as the Research Instrument as it facilitates anonymity, is cheaper to use, good for large volume of data, and provides scalability (Kothari 2004). The Questionnaire was designed into Six Parts. Part 1 simply drew response on the name of the supermarket, and Part 2 focused on demographic data, while Parts 3, 4 and 5 tackled the research questions by asking 9 questions each. The final part of the questionnaire has a ranking question to determine employee preference. Closed Ended Questions have been used to collect feedback on a numerical range in the form of a Likert Scale of One to Five, representing Strongly Disagree to Strongly Agree, respectively. The researcher believes that this is easy to understand and draw accurate response from the participants.

In order to be able to assess the impact of centralized organizational structure on employee job satisfaction the following indicator statements were developed: Top-down decision making facilitates your job satisfaction, Faster decision making facilitates your job satisfaction, Central decision making facilitates your job satisfaction, Central vision from the top facilitates your job satisfaction, Close Control facilitates your job satisfaction, Uniform message to all stakeholders facilitates your job satisfaction, Top-down communication facilitates your job satisfaction, Clear line of authority facilitates your job satisfaction, and Clear line of communication facilitates your job satisfaction.

The following indicator statements were developed on the questionnaire to assess the impact of centralized organizational structure on servant leadership behaviors: Top-down decision making facilitates Servant Leadership, Faster decision making facilitates Servant Leadership, Central decision making facilitates Servant Leadership, Central vision from the top facilitates

Servant Leadership, Close Control facilitates Servant Leadership, Uniform message to all stakeholders facilitates Servant Leadership, Top-down communication facilitates Servant Leadership, Clear line of authority facilitates Servant Leadership, and Clear line of communication facilitates Servant Leadership.

In order to assess the impact of servant leadership on employee job satisfaction the following indicator statements were developed: Empathy of leaders in the supermarket encourages positive attitude of employees, Leaders in the supermarket commit to the employee personal and professional development of employees leading to job satisfaction, Leaders in the supermarket persuade employees to take actions hence enhance job satisfaction, Leaders' foresight in the supermarket makes employees happy with their job, Leaders Stewardship (taking responsibility for their actions and performance) encourages employees positively in their jobs, My leader in the supermarket is fair and just when dealing with me hence enhancing my job satisfaction, Leaders' selflessness in the supermarket makes employees happy with their job, Leaders' focus on awareness in the supermarket makes employees happy with their job, and Leaders' humility in the supermarket makes employees happy with their job.

On the part to determine if servant leadership moderates between centralized organizational structure and employee job satisfaction, the following statements were developed: Centralized structure encourages leaders to support employees which enhances employee job satisfaction, Centralized structure helps leaders to commit to the employee's personal and professional development of employees leading to employee job satisfaction, Centralized structure helps leader's persuade employees to act hence enhance job satisfaction, Centralized structure facilitates leader's foresight, which in turn makes employees happy with their job, Centralized structure support leader's stewardship thus encouraging employees' positive attitude at work, Centralized

structure encourages leaders to be fair and just to their employees which enhances employee job satisfaction, Centralized structure encourages leaders to be selfless which enhances employee job satisfaction, Centralized structure encourages leaders' awareness which enhances employee job satisfaction, Centralized structure encourages leaders to be humble to their employees which enhances employee job satisfaction.

To determine the elements of job satisfaction most important to the employees, the factors were placed with a choice on Likert Scale ranging from strongly disagree to strongly agree on how much the element affected their job satisfaction. These items were: Job Security, Salary, Non-monetary benefits, Workload, Leadership style of the supervisor, Relation with the supervisor, Relation with workmates, Speed of decisions made by supervisors, Privilege of decision making related to their work, and Learning and Career development.

To develop these statements, the researcher considered the literature review, the objectives, and the variables of the study such that the statements were questioning what was relevant to what was being demanded by the study objective as advocated by (Saunders et al, 2007). Furthermore, the researcher developed the last question of the questionnaire to ask the respondents how they ranked various factors influencing job satisfaction. The ranking was 1 to your highest preference and a rank of 10 to your lowest preference. The factors were: Job Security, Salary, Non-monetary benefits, Workload, Leadership style of the supervisor, Relation with the supervisor, Relation with workmates, Speed of decisions made by supervisors, Privilege of decision making related to my work, Learning and Career development. This was done as Davies and Davies (2004) argued that it is important for a questionnaire dealing with satisfaction to also ask the respondent how they preferred some of the factors as influencing their satisfaction.

After the development of the statements of the questionnaire, the instrument was tested for validity and reliability (Heale and Twycross, 2015). Apart from the research instrument being valid (Yusouff, 2019), it must fit the data that needs to be collected (Shoman et al., 2021), and yet another dimension is to satisfy whether the outcome really addresses the apparent purpose of the instrument (Saunders et al, 2007). In this way, the investigator focuses only on valid questions. Consequently, the investigator adopts the Content Validity Index to check the validity of the research instrument (Zamanzadeh, 2015).

Empirically, Content Validity Index has been found to a bankable tool to ensure that the research instrument passes the Validity test; a score of 0.78 and above is deemed excellent for Reliability purposes (Zamanzadeh, 2015).

$$\text{CVI} = \frac{\text{Number of items regarded relevant in the questionnaire}}{\text{Total Number of items in the questionnaire}}$$

This should be > 0.796 according to Amin, (2005) and 0.8 according to Yusouff (2019). All the items in the questionnaire had CVI above the threshold suggested by Amin (2005) and Yusoff (2019). Reliability (Taherdoost, 2016) tests whether the results from a data collection tool will provide consistent results over time. It is noteworthy that consistency leads to reliability, and therefore the researcher opted to undertake the test-retest which gives an indication around the reliability of the data collection tool (Schougaard, et al. (2018). There is an element of how repeatable the data collection tool is. The current research selects the Cronbach's coefficient to test the reliability of the questionnaires (Taherdoost, 2016).

The resulting coefficient revealed high a reliability of the questionnaire (Wario and Khalfan, 2015), and therefore the researcher elected to consinue with the tool as a reliable measure of the data collection process. Once tested and confirmed to be reliable, the researcher used the questionnaires to go ahead and collect the data for the investigation.

## Operational Definition of Variables

### Variable 1. Centralized Organizational Structure

Centralized Organizational Structure is the independent variable of the study. Neves (2012) finds that an effective way of considering centralization is the extent to which few individuals or locations control and make decisions for the whole of an organization. Therefore, centralized organizational structures are where decisions are made from a common person, authority, or place, which provides the direction for the entire organization (Harris & Raviv (2002). According to Kitaeff (1994), centralized organizational structure is where all decisions are made at the top by the top management team or in a head office and is made to trickle down to the lower levels of command.

Therefore, in the present study, the researcher opined with the definitions of Neves (2012), Harris & Raviv (2002) and Kitaeff (1994), as the operational definition of the variable. Organization Structure is the way an organization directs functions, people and processes (Schnetler et. al., 2015). Centralized organization structures have concentrated decision-making authority (Kampini, 2018). It is about Top-down Decision Making (Farida et. al., 2020), Hierarchical communication and close control (Sobia et. al. 2021)

The Independent Variable of the study was centralized organizational structure was measured by level of its flow of decision making (top-down or bottom up), speed of decision making (fast or slow), degree of centralized decision-making, level of centralized vision, closeness



of control over the employees, to what extent the message is consistent or uniform across the organization, the flow of communication (top-down or bottom up), the extent to which the line of authority is clear to all employees, the extent to which the line of communication is clear within the organization. These nine elements of the level of centralization of the organizational structure were based on a Likert scale of 1 to 5, where 5 meant that the respondents strongly agreed with the impact of that particular element of the variable. These the respondents were asked on how they agreed with the indicators in provided in a statement.

## Variable 2. employee job satisfaction

The dependent variable of the study was employee job satisfaction, and is how content individuals are with their job, or the feelings people have about their jobs. Lock & Seele (2016) argues that satisfaction is pegged upon attitudes. It has empirically been found in research that generally the major facets of attitude of employees are: cognition, behavior and affect.

While cognition depicts the self-evaluation of employees, affect is more of the emotional factors, and cognitive dissonance is variation between the behavior and attitude of employees. Employee Job Satisfaction is the emotional association of workers to the organization (Pakarinen & Virtanen, 2017). It includes the perception of the employee on matters such as Pay, Promotions, Work Relations, and Autonomy. Satisfied employees are critical for organizational success (Özbenli, 1999, Madanchian et. al, 2016, and Priporas et al., 2017).

As the dependent variable job satisfaction was measured by the extent wo which the participants felt that the nine elements of this variable impacted their satisfaction on the job: Job Security, salary, non-monetary benefits, workload, leadership style of the supervisor, relation with the supervisor, relation with workmates, speed of decisions made by the supervisors, privilege of decision making related to their own work, and leaderning and career development. These ten

elements of the level of Job Satisfaction were based on a Likert scale of 1 to 5, where 5 meant that the respondents strongly agreed with the impact of that element of the variable. These the respondents were asked on how they agreed with the indicators in provided in a statement. Wrigley, (1986) on his work on quantitative methods advocated for five-point likert scale, like other authors such as Vaccari, D. A. (2019) who also advocated for the five point likert scale.

### **Variable 3. Servant leadership behavior**

Servant leadership is a moderating variable of the present research and is defined as the consistency by leaders' character and acts, and their complete commitment to serve others, accept their responsibilities and to motivate followers to perform to their fullest capacity. The six dimensions by (Hersom, 1970) are considered in the operational definition of servant leadership which are; Covenantal Relationship, Voluntary Subordination, Responsible Morality, Authentic Self, Transcendental Spirituality and Transforming Influence. Servant Leadership encompasses various traits of leaders including Development and Persuasion (Ntale, 2020), Listening and Foresight (Kovaçi et al. (2021), established as a distinct leadership style (Coetzer, 2018). Appropriate Leadership is critical for organization success (Madanchian et. al, 2016) and Servant Leadership improves employee satisfaction (Donia et al., 2016, and Pekmezci et al., 2017).

Similarly, For the present research, Servant leadership was measured by leaders': Empathy, commitment to the employees' personal and professional development, Strength of persuasion, level of Foresight, stewardship behavior, Fairness and just behavior, Selflessness, Awareness and Humility. These nine elements of the level of servant leadership behavior were based on a Likert scale of 1 to 5, where 5 meant that the respondents strongly agreed with the impact of that element of the variable. These the respondents were asked on how they agreed with the indicators in provided in a statement.

## Study Procedures and Ethical Assurances

This study received approval from UREC prior to proceeding with data collection. The researcher started this study by writing a proposal to conduct the study to UNICAF University, as the research proposal was reviewed and subsequently approved by the university; with comments were given by the supervisor and the corrections from the supervisor addressed. Also, the researcher applied for permission from the UNICAF University ethics committee for approval to conduct the research for which permission was granted, to conduct the study on the targeted population as the stated in the application documents.

The purpose of the study has been explained to the supermarkets where participants have been drawn to avoid confusion. The researcher has ensured that anonymity and confidentiality principles have been upheld throughout the study. The researcher keenly observed ethical procedures including confidentiality, permissions from the university and the participating supermarkets, plagiarism, anonymity, harm limitation principle and informed consent principles. Reasons for opting not to do online questionnaires included: inconvenience in online administration of the face-to-face questionnaires; and to obtain a better response rate since people would shy away from answering personal questions as well as have a heightened fear of a breach of confidentiality.

The foreseeable risks were laid bare for the participants to understand. Also, the advantages of participating in the study were explained. Confidentiality was maintained during data collection. The researcher made sure that; study codes were used while writing the report instead of real names of the participants as well as the names of the supermarkets. Further, coding has been done to disguise the gender to avoid gender bias as this is not among the aims of the present research. Any

information that could lead to identifying the participant was not used in the questionnaire. Face sheets that contain identifiable data, was removed from the completed survey instruments (e.g. completed questionnaire), and all information was safely stored and online data was password-protected.

Plagiarism was also taken care by making sure that any information from any previous author was cited in the text accordingly. The researcher considered the Harm Limitation Principle by Stewart (2010). This principle advocates for researchers to avoid causing harm to participants of research. The harm limitation principle advocates for researchers to have compassion for those who may be affected adversely by findings, researchers to be sensitive when doing research involving humans such that they don't cause harm or discomfort. Therefore, the researcher observed all the tenets of harm limitation principle. Furthermore, the researcher obtained permission from the human resource departments of the supermarkets involved in the study.

It was important for the researcher to select the Research Site. As per the research topic, the research site was established as the selected supermarkets in Kenya. The researcher undertook to visit the eight supermarkets with the aim to ensure that the sample selected was achieved as ethically as possible and within the timeline set for completion of the data collection phase. The eight supermarkets were all brick and mortar, within the Nairobi region of Kenya, and all these supermarkets are headquartered in Nairobi city.

Next the researcher embarked on the Selection of the Participants. The researcher targeted 400 participants as a sample based on empirically established sample size recommendations and online calculation. Other requirements included having employees ranging from 18 to 60 years, and from both genders. The researcher used stratified random sampling rather than simple random sampling to select the sample, since the target was supermarkets specifically in Nairobi, Kenya.

Another reason was to ensure the inclusion of the supermarket that is almost closing shop in Kenya. Stratification according to Kothari, (2004) means dividing a population into groups with each group having specific characteristics. In this study, the employees from all the three groups: Top manager, Middle level managers or supervisors and regular level, have been derived. The participants were obtained from the selected eight supermarkets in Kenya, all from Nairobi city as a representative of the whole country.

Data collection was the next step of the researcher and involved the physical gathering of the data from the respondents. To achieve this, the researcher first developed the data collection tool, a closed-ended questionnaire, which was custom designed to include all the aspects of the variables under the study. The questionnaire was pilot tested to ensure that it includes valid questions, and this was checked through the Content Validity Index. Once the questionnaire was approved and distributed through the Human resource departments of the various supermarkets, who were kind enough to approve for the research to be undertaken at the chosen supermarkets, the researcher opted for a two-week duration to allow for the filling of the questionnaire. After a period of two weeks, the researcher arranged for an appointment with the Human resource departments of the various supermarkets to collect the filled questionnaires together with the filled Informed Consent Forms. The total number of filled questionnaires at this stage was tallied to 384 out of the 400 questionnaires issued.

The researcher made sure that; study codes were used while writing the report instead of real names of the participants as well as the names of the supermarkets. Further, coding has been done to disguise the gender to avoid gender bias as this is not among the aims of the present research. Any information that could lead to identifying the participant was not used in the questionnaire. Face sheets that contain identifiable data, was removed from the completed survey

instruments (e.g. completed questionnaire), and was destroyed or deleted after use. All data collected was coded where possible insofar as the respondent's name, supermarket name and gender are concerned, to ensure anonymity both during and after the research. The relevant files are all password protected to help ensure their confidentiality. No information given to anyone apart from the Unicaf university solely as a part of the requirements to research for the doctoral degree in business administration.

### **Ethical Assurances**

Firstly, the author made sure to understand the Unicaf University's code of ethics and ethical guidance to ensure that throughout the academic research, all the ethical principles are upheld with the strictness and importance required. Any forms shared with the respondents and the HR at the various supermarkets was first drafted, approved by the University, and only then did the researcher proceed with the fieldwork of data collection.

The researcher has made sure that the present research is conducted in line with Unicaf's Ethical guidelines, most importantly by providing a form to the respondents to read and sign if they accepted to be part of the study. This Informed Consent Form had an explanation of the purpose of the research which was to assess the relationship of centralized organizational structure on employee job satisfaction in supermarkets in Kenya, and the use of the data being sought, which is strictly for academic purpose. The expected duration of filling the questionnaire by the participants was communicated clearly and a clear description of the procedures to be followed were included in the form. The foreseeable risks were laid bare for the participants to understand. Also, the advantages of participating in the study were explained. Confidentiality and anonymity was upheld at the highest level both during and after data collection.

The researcher made sure that; study codes were used while writing the report instead of real names of the participants as well as the names of the supermarkets. Further, coding has been done to disguise the gender to avoid gender bias as this is not among the aims of the present research. Any information that could lead to identifying the participant was not used in the questionnaire. Face sheets that contain identifiable data, was removed from the completed survey instruments (e.g. completed questionnaire), and was destroyed or deleted after use.

All data collected was coded where possible insofar as the respondent's name, supermarket name and gender are concerned, to ensure anonymity both during and after the research. The relevant files are all password protected to help ensure their confidentiality. No information given to anyone apart from the Unicaf university solely as a part of the requirements to research for the doctoral degree in business administration. Reliability and Validity of the Questionnaire was tested before proceeding, and all sources of bias were avoided or mitigated.

Based on the analysis of the data, the researcher interpreted the results of the analysis, inferred findings, and drew conclusions. This was done as objectively as possible so that the research added value to the literature. Through the quantitative nature of the study, the researcher remained independent from the research, hence avoiding researcher bias. Further, coding has been done to disguise the gender to avoid gender bias as this is not among the aims of the present research.

Additionally, the researcher reflected on and made sure that their own biases did not impact the study; through a thorough evaluation of the research findings and remaining as objective as possible to ensure that the expectations of the researcher have no influence on the interpretation of the results of the study. To ensure referential adequacy, the filled questionnaires were stored safely to make sure that any future reference can be made. Conformability refers to the situation where

data is not influenced by assumptions, bias or what the researcher wants (Saunders et al., 2009), as data should ‘speak for itself’. The researcher made sure that the questionnaires were filled by the selected participants from the supermarkets in Kenya and the responses indicated in the questionnaire by the respondents were not changed or altered in any way.

The researcher also ensured all steps involved in the data analysis were documented. Since the present research is quantitative in nature, the researcher considers Objectivity to ensure the Neutrality of the study. The researcher rigorously ensured that bias was minimized by distancing himself from the raw data of the study. Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü & Maslakci, 2020). The researcher has confirmed that there is no evidence of influential items or significant outliers causing a bias to the model developed.

This has been confirmed by considering the Cook’s Distance values, which are all under One. This indicates that any individual cases which may exist, have not unduly impacted upon the model. Also, the researcher used the Mahalanobis Distance to confirm this. The results mean that several supermarkets were researched into, and that the information analyzed was not biased to one supermarket (Eva, et al., 2018). Conformability (Saunders et al., 2009).

Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü and Maslakci, 2020). More recently, Waelen, R. (2022) conducted a study based on the ethics of artificial intelligence, noting that it deals with the ethical assessment of such emerging applications and addresses the new moral questions it raises. However, the author considered the impact of this risk to be at a minimum as there was no use of online questionnaires; instead hand-administered questionnaires were used.



Plagiarism was also taken care by making sure that any information from any previous author was cited in the text accordingly. The researcher considered the Harm Limitation Principle by Stewart (2010). This principle advocates for researchers to avoid causing harm to participants of research. The harm limitation principle advocates for researchers to have compassion for those who may be affected adversely by findings, researchers to be sensitive when doing research involving humans such that they don't cause harm or discomfort.

Therefore, the researcher observed all the tenets of harm limitation principle. Moreover, the researcher intends to ensure that the results of the present study are known to the participants once the dissertation is approved. This will help give confidence to the respondents that they participated in a research with no hidden agenda. Furthermore, the researcher obtained permission from the human resource departments of the supermarkets involved in the study.

### Data Collection and Analysis

The researcher collected quantitative data using close-ended questionnaire (Treiman, 2009); this is data that can be counted or measured in numerical values (Sue 2008). As Kothari (2006) posits, Quantitative data is data expressing a certain quantity, value, or range. After obtaining the questionnaires from the field, they were coded, edited, grouped, and fed into the most appropriate computer software for analysis.

The researcher made sure that the data collected addresses the research questions and the hypotheses formulated. The elements of Centralized Organization structure sought to determine the extent to which Top-down decision making facilitates job satisfaction, Faster decision making facilitates job satisfaction, Central decision making facilitates job satisfaction, Central vision from the top facilitates job satisfaction, Close Control facilitates job satisfaction, Uniform message to

all stakeholders facilitates job satisfaction, Top-down communication facilitates job satisfaction, Clear line of authority facilitates job satisfaction, and Clear line of communication facilitates job satisfaction. This addressed the research question related to the impact of centralized organization structure on job satisfaction.

To address the research question that does centralized organizational structure impact on servant leadership behaviors, the researcher sought to examine the degree to which: Top-down decision making facilitates Servant Leadership, Faster decision making facilitates Servant Leadership, Central decision making facilitates Servant Leadership, Central vision from the top facilitates Servant Leadership, Close Control facilitates Servant Leadership, Uniform message to all stakeholders facilitates Servant Leadership, Top-down communication facilitates Servant Leadership, Clear line of authority facilitates Servant Leadership, and Clear line of communication facilitates Servant Leadership.

To tackle the research question that the impact of servant leadership on employee job satisfaction, the investigator embarked to determine the extent that: leaders in the supermarket commit to the employee personal and professional development of employees, leaders in the supermarket persuade employees to take actions hence enhance job satisfaction, leaders' foresight in the supermarket makes employees happy with their job, leaders Stewardship which is taking responsibility for their actions encourages employees positively in their jobs, leaders in the supermarket are fair and just, leaders are selfless, the leaders focus on awareness in the supermarket, and finally their humility in the supermarket makes employees happy with their job.

To determine the elements of job satisfaction most important to the employees, the factors were placed with a choice on Likert Scale ranging from strongly disagree to strongly agree on how much the element affected their job satisfaction. These items were: Job Security, Salary, Non-

monetary benefits, Workload, Leadership style of the supervisor, Relation with the supervisor, Relation with workmates, Speed of decisions made by supervisors, Privilege of decision making related to their work, and Learning and Career development.

Selecting the right technique of analyzing the data helps the researcher derive accurate inferences from data collected (Ong & Puteh, 2017), as data analysis is the transformation and modelling of data to reveal information that helps in making decisions (Pal, 2017). The researcher ensured that the method of data analysis most suitably addresses the research questions posed and the research hypotheses formulated. The software to be used has been the IBM's SPSS. While the abbreviation of SPSS has no corresponding full form, SPSS is an open-source application used for statistical analysis of sampled data (Clifford 2010); and is like SPSS, whose full form is Statistical Package for Social Sciences, and is widely used for quantitative data analysis (Dixon & Woolner, 2016). While within non-parametric test, the Welch t-test is better than the Wilcoxon-Mann-Whitney test (Tsagris et al., 2020), the researcher will adopt parametric tests rather than non-parametric tests as the sample size is considerable and distribution of data is assumed to be normal (Eric & Herring, 2020).

Similarly, Fagerland (2012) notes that parametric tests are preferable over non-parametric tests where larger sample sizes are involved; and that in such studies, non-parametric tests may provide answers to the wrong questions. Rather, t-tests and corresponding confidence intervals should be used. It is important to adopt the appropriate data analysis techniques to obtain correct results and derive reliable conclusions. The data collected has been analyzed quantitatively using Descriptive and Inferential Statistics methods (Sheard, 2018). These include Mean and standard deviation, and correlation and multiple regression respectively:

Mean and Standard Deviation

While Mean is the average in a data set, standard deviation is the measure of the average distance between the values of the data in the set and the mean. A low standard deviation indicates that the data points tend to be very close to the mean; a high standard deviation indicates that the data points are spread out over a large range of values (Mugenda and Mugenda (2003). Effective rating scale is vital to rigorous research (Jiuliang & Wang, 2021). Rating scale below has been used to interpret the response from the respondents (Shoman, et al., 2021).

Table 3.1 Rating Scale

Range of the mean	Participant Response	Inference
1.00 - 1.80	Strongly Disagree	Very Low
1.81 – 2.60	Disagree	Low
2.61 - 3.40	Neutral	Average
3.41 - 4.20	Agree	Moderately high
4.21 – 5.00	Strong Agree	High

Note. Adapted from Title, by Gay (2005), year, p. 100.

### Diagnostic Tests

#### Sample Adequacy Test

The researcher plans to use the Keiser-Meyer-Olkin to measure the variables to determine the appropriateness of the sample. The threshold outlined by Radiah, Mohamad and Ibrahim (2009) has been used to determine whether the sample is adequate or not. This is a critical test to ensure that the resultant variances are not due to inadequacy of the sample size, but rather to the relationship between the variables under study.

### Normality Test

The researcher notes that testing the normality of data for analysis has been empirically found to add value to the research by helping make an informed decision on the method of analysis of the data (Mishra et al., 2019). In fact, it is when data is normally distributed, that the descriptive statistics including Mean and Standard Deviation yield appropriate results. The Shapiro Wilk test (Khatun, 2021) has been adopted in the current research to test the normality.

### Homoscedasticity Test

Yang, Tu & Chen (2019) note that homoscedasticity is an assumption that many studies overlook, and it remains of critical significance in research. The current research will consider this homogeneity of variance in the data to be able to place more reliability on the data analyzed through linear regression. The evenness of the data set provides more credibility for ANOVA.

### Multi-collinearity Test

The present research will also include the multicollinearity test as advocated by Shrestha (2020). The examiner will want to confirm the correlation amongst the various variables as well as the correlation between the constituents of each variable. This test will add value to the multiple regression analysis that the researcher aims to undertake for purposes of the research.

### Ranking

The present research will adopt Ranking as one of the methods of analyzing the data that is collected. Empirically, this method of data research has yielded credible results (Lin & Zhou,

2017, Plaia&Sciandra, 2017, and Ortmans, 2018). Particularly for the factors that cause satisfaction in employees, Ranking is proposed as a vital tool to analyze the most and least important elements.

### Correlation

The researcher will use the technique of correlation, to determine the extent of the relationship between variables by adopting the Pearson's correlation coefficient ( $r$ ). This leads to a number ranging from negative 1 to positive 1 (Suanders & Thornhill, 2007), which informs the researcher about the grade of the relationship between two variables. A positive correlation indicates a direct positive relationship, while a negative correlation coefficient indicates an inverse relationship between the variables; nil coefficient indicates no relationship between the variables.

### Regression

Multiple regression as a method of data analysis attempts to assess the degree of the relation between the dependent and independent variables and the significance of each element affecting the relationship. It is noteworthy that multiple linear regression as a method of data analysis has various assumptions including the requirement of a linear relationship between the variables (Kothari, 2004).

The regression analysis models equations I, II and III below have been used:

- To assess the impact of centralized organizational structure on employee job satisfaction, The following equation has been used (Equation I):

$$JS = \beta_0 + \beta_1 TDDM + \beta_2 FDM + \beta_3 CDM + \beta_4 CVIS + \beta_5 CCTRL + \beta_6 UMTA + \beta_7 TDC + \beta_8 CLA + \beta_9 CLC + e$$

Where:

JS = Job Satisfaction

TDDM = Top-Down Decision Making

FDM = Faster Decision Making

CDM = Central Decision Making

CVIS = Central Vision

CCTRL = Close Control

UMTA = Uniform Message to All

TDC = Top-Down Communication

CLA = Clear Line of Authority

CLC = Clear Line of Communication

e = Error Term

- To analyze the impacts of centralized organizational Structure on servant leadership

behaviors, the following equation has been used (equation II):

$$SLB = \beta_0 + \beta_1 TDDM + \beta_2 FDM + \beta_3 CDM + \beta_4 CVIS + \beta_5 CCTRL + \beta_6 UMTA + \beta_7 TDC + \beta_8 CLA + \beta_9 CLC + e$$

Where:

JS = Job Satisfaction

TDDM = Top-Down Decision Making

FDM = Faster Decision Making

CDM = Central Decision Making

CVIS = Central Vision

CCTRL = Close Control

UMTA = Uniform Message to All

TDC= Top-Down Communication

CLA = Clear Line of Authority

CLC = Clear Line of Communication

e = Error Term

• to assess the impact of servant leadership on employee job satisfaction, the following equation has been used (Equation III):

$$JS = \beta_0 + \beta_1 PA + \beta_2 FPPD + \beta_3 P + \beta_4 F + \beta_5 TR + \beta_6 FRS + \beta_7 S + \beta_8 A + \beta_9 H + e$$

Where:

PA = Positive altitude

FPPD = Facilitates personal and professional development

P = Persuasion

F = Foresight

TR = Taking responsibility

FRS = Fairness

S = Selflessness



A = Awareness

H = Humility

- Moderated Multiple Regression was used to determine if servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction.

## Summary

The researcher acknowledges that the research paradigm selected has been a major guidance on the study via the assumptions made and the principles followed for the research (Park et al., 2020). Positivism philosophy is deductive in nature, follows hypothesis testing, and the results from the test of hypotheses leads to the findings. The approach is usually quantitative, where large samples are selected. The advantages are that the resulting findings are usually more generalizable and replicable. The ontological belief for positivist philosophy is that reality exists and can be measured quantitatively, and the epistemological stance is that knowledge is developed independently of the researcher hence objectivity (Park et al., 2020).

Conversely, interpretivist and post-positivist philosophy assumes that there is no one universal truth or reality, and that the researcher and the participants cannot be separated completely, while encouraging a qualitative approach (Panhwar et al., 2017) to research. The researcher uses the philosophy of positivism rather than post-positivism or pragmatism, which would have viewed the research from a realism ontological standpoint (Serva, 2023). Instead, the realist ontological belief is upheld which argues that an independent reality exists. This is done to ensure the attainment of the research questions set and the hypotheses formulated hence aimed to better satisfy the goal of the present study.

The present study has adopted the quantitative research approach (Schoonenboom and Burke 2017) as the resulting data is numerical (Shields & Twycross, 2008). The researcher opted to omit the qualitative approach owing to the desire to have the resulting data being more readily analyzable and generalizable (Kothari, 2004) and data that is quantifiable for statistical analysis. Similarly, Sekaran and Bougie (2013) found that quantitative research approach aims to test established theories through the examination of the connections amongst variables. The researcher believes that this method, therefore, most suitably fits the research objectives and hypotheses formulated. The author acknowledges that quantitative research consists of four main approaches: descriptive, correlational, causal comparative/ quasi-experimental, and experimental research (Zaidah, 2007).

Among these designs, the researcher chose the descriptive type of quantitative research, to help determine the response to the research questions of the present study. The researcher believes that descriptive research fits the Research Questions and Hypotheses most suitably and readily collects statistically analyzable data. Correlational research was not used because some of the study objectives required analyzing the impact of independent variable to the dependent variable. Further, the quasi-experimental research was not used as it aims to reveal causal effects among the variables (Kothari 2004), while the present research does not consider cases where the causes and effects are reversed; the current study looks at the impact of the independent variable on the dependent variable, and the effect of the moderating variable on this impact. Moreover, experimental research design was not used because this type of design is believed to have an effort to keep all other variables constant and monitor the changes in one given variable (Sandelowski, 2000). There are no controlled variables in the present study and there is no manipulation of variables whatsoever.

This study received approval from UREC prior to proceeding with data collection. Data was collected by use of closed-ended questionnaires which were administered by hand delivery. Since the researcher was not able to locate an already developed questionnaire in the literature that contained all the elements addressing the research aims, the author developed a questionnaire to use in the present research, as reproduced in the Appendix. To develop the sequential questions in the research instrument, the researcher considered the literature review, objectives, research questions, hypotheses, and the variables of the study such that the statements were questioning what was relevant to what was being demanded by the study objective (Saunders et al, 2007).

The questionnaire was developed on a Likert scale of 1-5 whereby: 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree; for each statement of the four objectives. This Likert scale with a range of 1 to 5 was similarly used by Davies and Davies (2004) and Goldman and Richards (2016). Such Likert Scales have been noted as being simple to understand for the researcher and the respondent, and more efficient than higher-point scales such as those ranging from 1 to 7. On the other hand, the researcher believes that scales with options from 1 to 3 would give a narrow range of choices to the respondents.

The Questionnaire was checked for Validity by drawing response from a few HR representatives from the selected supermarkets, and this ensured the questionnaire is based on the RQs and Objectives of the study (Saunders et al, 2007, Heale and Twycross, 2015, Yusouff, 2019, and Shoman et al., 2021) where the threshold of 0.796 of CVI was met (Zamanzadeh, 2015). Validity testing is used to establish the extent to which a given research indeed measures the aim of the research and whether the results of the study are credible (Shoman et al., 2021).

The Reliability of the Questionnaire was tested by piloting the questionnaire from the first 10 respondents, then Test-Retest done, which showed Chronbach Alpha's coefficient of 0.857

hence confirming the reliability (Schougaard, et al. (2018). This assured the researcher that the questionnaire will provide consistent results over time (Taherdoost, 2016). The researcher uses the test-retest method to ensure reliability of the questionnaires (Matheson, 2019). The Reliability Index of 0.8 (Matheson, 2019) and 0.857 (Wario and Khalfan, 2015) reflect a high reliability Index. The current research meets this threshold and therefore gives assurance that the questionnaires are reliable as used in the present research. To ensure reliability of the instruments (Taherdoost, 2016), the internal consistency method using Chronbach's alpha co-efficient is selected.

The data collection process followed a sequence of events performed by the researcher. The first visit to the selected supermarkets entailed furnishing the human resource representatives of the selected supermarkets with the Gatekeeper Letters as recommended by the learning institution, UNICAF University. The aim of the author was to ensure that there is a clear communication done related to who the researcher was, what the research was about, the academic purpose of the study, the timeframe of the data collection process including issuance and collection of the questionnaires and the manner of distribution, the elaboration of the strictness with which participant information will be handled including the assurance of anonymity and confidentiality and the assistance required from the human resource representative.

The researcher also asked the Human Resource representatives for the number of employees at the supermarkets. Having 400 employees as the chosen sample, it was imperative to attain those number of responses, therefore it was critical to determine how many informed consent forms and questionnaires will be issued to which supermarket. On the same day, the researcher discussed the questionnaire with a few of the human resource representatives. This was aimed to ensure that the questions included in the questionnaire indeed reflected the purpose of the study and their relevance to the subject. The author felt it important to determine whether the

questionnaire, which was custom designed for the current research, indeed covered all the elements required to discern the impact of each variable of the study. The researcher measured the Content Validity Index following the feedback from the selected human resource representatives, and proceeded to the next step.

Having confirmed the Validity, the next step for the researcher was to ensure that the questionnaire is reliable. The author sought to determine the reliability of the quantitative self-administered questionnaires by the test-retest method. The author therefore furnished the first ten questionnaires to identified employees at one of the supermarkets, distributed through the human resource representative. Giving it a sufficient duration of one week, the investigator proceeded to collect the questionnaires and issued another ten questionnaires to the very same employees who participated in the first ten questionnaires. This was ensured by entrusting the same human resource representative to facilitate the distribution as the first ten questionnaires.

Following another one-week duration, the author proceeded to collect these second batch of ten questionnaires and performed the reliability test to determine the Cronbach's Alpha value. As the Reliability Test crossed the Cronbach's Alpha value of more than 0.8, the researcher deemed the questionnaires to be reliable. Once the Validity and Reliability were confirmed, the author took the 400, the total sample, of informed consent forms to the human resource representatives based on the sample selected and delivered them to the human resource representatives based on the number of employees that had been determined.

One week passed when the author chose to collect the informed consent forms. However, 16 out of the 400 were not filled, and the researcher interpreted that as the unwillingness of the employees of the supermarkets to participate in the research. The investigator therefore collected 384 out of the 400 Informed Consent Forms, confirming that one name, sign and the date appeared

as a minimum. With the presence of a name, sign and date, the researcher felt confident that the employees had read and understood their role in the research and that they were willing to be part of the study through a conscious and uncoerced decision, and that they recognized the importance of the research to their industry.

The researcher then handed a total of 384 questionnaires, to the selected supermarkets, based on the number of signed informed consent forms. The author insisted to the human resource representatives/ assistants that they help distribute the questionnaires to the exact same employees who had duly filled the informed consent forms. The researcher notes a shortcoming here, that the participants were not given room to ask questions related to the informed consent forms, and this could have been avoided by a hand-distribution of the questionnaires to the participants. The limitation was overcome by providing sufficient duration to the participants to read and understand the contents of the informed consent forms, and only sign and proceed if they felt that they were okay to proceed and be included as participants to the study. After 3 weeks, the researcher collected the filled questionnaires, which totaled to 384 in line with the signed informed consent forms.

Once the questionnaire was approved and distributed through the Human resource departments of the various supermarkets, who were kind enough to approve for the research to be undertaken at the chosen supermarkets, the researcher opted for a two-week duration to allow for the filling of the questionnaire. After a period of two weeks, the researcher arranged for an appointment with the Human resource departments of the various supermarkets to collect the filled questionnaires together with the filled Informed Consent Forms. The total number of filled questionnaires at this stage was tallied to 384 out of the 400 questionnaires issued.

The researcher made sure that the data collected addresses the research questions and the hypotheses formulated. The researcher ensured that the method of data analysis most suitably

addresses the research questions posed and the research hypotheses formulated. While within non-parametric test, the Welch t-test is better than the Wilcoxon-Mann-Whitney test (Tsagris et al., 2020), the researcher undertook parametric tests rather than non-parametric tests as the sample size is considerable and distribution of data is assumed to be normal (Eric & Herring, 2020). Similarly, Fagerland (2012) notes that parametric tests are preferable over parametric tests where larger sample sizes are involved; and that in such studies, non-parametric tests may provide answers to the wrong questions.

The researcher ensured coding, summarizing, feeding the raw data into excel, thereby converting the data set into valuable, usable information. The SPSS software was used for detailed analysis which included descriptive and inferential statistics. The Mean and Standard Deviation in addition to frequency tables and graphs, were used for descriptive statistics, while correlation, multiple linear regression and moderated linear regression was used for the inferential statistics (Mishra et al., 2019). Pearson's correlation was used to determine the relationships of centralized organizational structure and employee job satisfaction. Additionally, multiple regression model was used to study the impact of the independent variables on the dependent variable and thus get answers to the research questions. Rather than univariate techniques, the proposed study considers using a multivariate approach to statistical analysis, considering that the variables in this study are interrelated (Dodson, 1993).

It is noteworthy that multiple linear regression as a method of data analysis has various assumptions including the requirement of a linear relationship between the variables (Kothari, 2004). The researcher has worked on this assumption heading into regression analysis. In fact, all the recommended tests were done including: Multicollinearity Test, Normality of Errors, Independence of Observations, Linearity of Errors, Existence of Significant Outliers, before

proceeding with Multiple Linear Regression. All the analysis was done using the SPSS software, which is very similar to the Statistical Package for Social Science. The data was presented in tables and graphs, and the findings were written objectively and in a succinct and precise format as advocated by Creswell (2013).

Based on the analysis of the data, the researcher interpreted the results of the analysis, inferred findings, and drew conclusions. This was done as objectively as possible so that the research added value to the literature. Through the quantitative nature of the study, the researcher remained independent from the research, hence avoiding researcher bias. The reason for selecting eight identified supermarkets to obtain a sufficient sample size for a thorough research on the subject, and ensure that the sample has been derived from the population (Smith, 1994, Smith & Sugden, 1988, and Royall, 1970). The total employees in these supermarkets in Nairobi region is circa 6,000 people, and was taken as the total population of the study.

Random sampling was carefully done to ensure that the sample is representative of the whole population (Schreuder et. al., 2001 and Tansey, 2007). Specifically, the probability sampling used was stratified random sampling technique. A sample size of 400 was used in the study, as derived from the population. The sample size selected was much higher than what Yamane (1967) formular for calculating sample size gives making our sample more representative. Both female and male genders were included in the study with equal chance of selection. The participants were selected from the ages 18 to 60 years.

The purpose of the study has been explained to the supermarkets where participants have been drawn to avoid confusion. This was done by providing a form to the respondents to read and sign if they accepted to be part of the study which explains of the purposes of the research. The researcher has ensured that anonymity and confidentiality principles have been upheld throughout



the study. The researcher keenly observed ethical procedures including confidentiality, permissions from the university and the participating supermarkets, plagiarism, anonymity, harm limitation principle and informed consent principles. The foreseeable risks were laid bare for the participants to understand. Also, the advantages of participating in the study were explained. Confidentiality was maintained during data collection. The researcher made sure that; study codes were used while writing the report instead of real names of the participants as well as the names of the supermarkets.

Additionally, the researcher reflected on and made sure that their own biases did not impact the study; through peer review where the researcher asked another researcher to review responses and findings. To ensure referential adequacy, the filled questionnaires were stored safely to make sure that any future reference can be made. Conformability refers to the situation where data is not influenced by assumptions, bias or what the researcher wants (Saunders et al., 2009), as data should ‘speak for itself’. The researcher made sure that the questionnaires were filled by the selected participants from the supermarkets in Kenya and the responses indicated in the questionnaire by the respondents were not changed or altered in any way.

The researcher also ensured all steps involved in the data analysis were documented. Since the present research is quantitative in nature, the researcher considers Objectivity to ensure the Neutrality of the study. The researcher rigorously ensured that bias was minimized by distancing himself from the raw data of the study. Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü & Maslakci, 2020). The researcher has confirmed that there is no evidence of influential items or significant outliers causing a bias to the model developed.

This has been confirmed by considering the Cook's Distance values, which are all under One. This indicates that any individual cases which may exist, have not unduly impacted upon the model. Also, the researcher used the Mahalanobis Distance to confirm this. The results mean that several supermarkets were researched into, and that the information analyzed was not biased to one supermarket (Eva, et al., 2018). onformability (Saunders et al., 2009). Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü and Maslakci, 2020).

## CHAPTER 4: FINDINGS

The main intention of this quantitative study is to assess the relationship between centralized organizational structure and employee job satisfaction. Also, the investigation will also determine the moderating effect of servant leadership. The supermarket industry in Kenya according to Wanjohi et. al, (2019) use centralized organizational structure and there has been performance challenges forcing some supermarket chains to close shop due to under performance. While there have been new supermarket entrants in recent years; this creates confusion on the understanding of real effects of centralized arrangement on job fulfillment. Pekmezci, Ates and Turgut (2017) observes that centralized organizational promotes servant leadership which focuses primarily on the growth and well-being of people.

When the wellbeing of employees is catered, satisfaction of the employees with the job is enhanced which has multiplier effect to performance of the employees and in turn the whole organization (Madanchian et. al, 2016). In this section, the researcher explains the way that trustworthiness of data was attained and maintained. The researcher then explicates on the attainment of reliability and validity of the research instrument adopted. Subsequently, the researcher presents the results of the present study, describing the how the nuances around the Trustworthiness of the resulting data was achieved. The author then evaluates the findings of the present study considering the objectives of the research.

### Trustworthiness of Data

It has widely been concurred that for an investigation to yield authentic results, trustworthiness is a pre-requisite feature, through the inclusion of confidence in the data collected,

inferences made by the researcher, and the specific analysis methods utilized to ensure the quality and rigor of a given research (Sekaran and Bougie, 2013). Trustworthiness is important to build upon the confidence of users of the research to agree to the results. It also helps future researchers to rely on the findings and adopt them as a base for their further studies in that field; trustworthy findings can also be used to assist with forming public policy. The following approaches of Trustworthiness were used in the present study.

### Data Triangulation

Data triangulation in research means the idea of using multiple datasets, methods, theories and/ or investigators' actions to tackle a specific research question (Reinking & Alvermann, 2004). Consequently, in this quantitative study, the researcher used the following forms of data triangulation: multiple theories, investigator actions and data sources.

Multiple theories were used to interpret the phenomenon under investigation. Since the study featured management, organizational structure and leadership, the following theories were used to triangulate data: Management theories including the Quantitative Theory of Management, Systems Theory, and Contingency Theory. The theories of Organizational Structure used include: the Classical Theory, Human Relations Theory, Decision-Making Theory, Weick's Model of Organizational Structure, and the Systems Approach theory. Also, leadership theories used include: the Trait Leadership Theory, Participatory Leadership Theory, Transformational Leadership Theory, Transactional Leadership Theory, Behavioral/ Style Approach to leadership, Situational Leadership, Contingency Theory of Leadership and Servant Leadership Theory.

The investigator action form of triangulation was also used in the present study. This was achieved by making sure that the 400 questionnaires were given to different people, hence the

responses were gotten from different participants (Mugenda and Mugenda, 2003). Similarly, for data source triangulation, the researcher observed the methods advocated by Rourke & Anderson (2004). In this regard, the study obtained data from different people. Also, in this respect the data was collected in different times of the day and different days of the week. It is also worthy to note that different participants from different supermarkets were involved as sources of data.

### Dependability

Dependability ensures a sense of trust in the research (Brigitte, 2017) and is normally used to measure or demonstrate the consistency and reliability of research results. To achieve dependability in the study, the researcher tracked the precise methods used in data collection, analysis, and interpretation.

Clear and adequate contextual information was given about each method involved. In this vein, all the parameters used were screened to solidify the research dependability, including different demographics, different supermarkets in Kenya and locations of the supermarkets. Also as advocated by Marshall and Rossman (2015), the researcher ensured the documentation of all changes in the research process to establish dependability of research as this allows anybody to follow and audit the research process.

Moreover, since the present research is quantitative in nature, the researcher considered Reliability to ensure the consistency. As Sürücü & Maslakci (2020) noted, Reliability ensures that the questionnaire materially yields the same result when used under the same circumstances on different occasions. The researcher rigorously evaluated the questionnaire to ensure that it is internally consistent.

## Credibility

Credibility measures the truth value in research; and is related to validity (Marshall and Rossman, 2015). It demonstrates whether the study's findings are correct and accurate. To ensure credibility the researcher adopted different methods of data triangulation including investigator actions, theories, and data sources. The researcher allowed the participants sufficient duration to fill the questionnaires therefore this created time for the participants to crosscheck whether they had filled the questionnaire correctly and as required.

Additionally, the researcher reflected on and made sure that their own biases did not impact the study. To ensure referential adequacy, the filled questionnaires were stored safely to make sure that any future reference can be made. Furthermore, the researcher made sure that important questions about the research were correctly answered and explained. Such questions included: Why was the study undertaken at the first place? How was the data collected? Was data collection sufficient? Was the sample size and response rate sufficient? Did the research measure what it claimed to measure?

## Conformability

Conformability refers to the situation where data is not influenced by assumptions, bias or what the researcher wants (Saunders et al., 2009), as data should 'speak for itself'. The researcher made sure that the questionnaires were filled by the selected participants from the supermarkets in Kenya and the responses indicated in the questionnaire by the respondents were not changed or altered in any way. The researcher also ensured all steps involved in the data analysis were documented. Since the present research is quantitative in nature, the researcher considers Objectivity to ensure the Neutrality of the study. The researcher rigorously ensured that bias was

minimized by distancing himself from the raw data of the study. Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü & Maslakci, 2020).

### Transferability

Transferability is the extent to which the study's results are applicable within other contexts, circumstances, and settings (Hammersley, 2003). To ensure transferability, the researcher gave adequate explanation of the research area, and the broad explanation was documented for the area of the study. The researcher explained that the study was conducted in retail supermarket chains in Kenya (Sande, 2022), and the supermarkets researched were clearly stated. Secondly, the participants of the study were well explained, and their demographics investigated. The methods used such as population, sample size, sampling technique in the study were well explained to make sure that all this is transparently understood (Adam, 2020).

The questionnaires were clearly examined to make sure that the questions in the questionnaire were consistent and well aligned to the research questions. This was done by aid of giving the questionnaire to experts on the field under the study to examine the relevance of the questions in the questionnaire. This enabled the study to get the correct answers to each research question.

## Reliability and validity of data

The researcher ascertained that the questionnaires were both valid and reliable.

### Validity

The researcher considered it critical to establish whether the study indeed measures what it intends to measure. As Saunders et al (2007) note, Validity is about the concurrence of the findings with what they appear to be. Moreover, as Steckler & McLeroy (2008) note, there are three types of validity: Statistical Conclusion validity, Construct Validity and External Validity. External validity refers to the relationship amongst variables being generalizable to other situations, people, and organizations (Steckler & McLeroy, 2008). The researcher believes that the study is generalizable based on the sampling technique adopted.

To further help make the study more generalizable, the investigator considered the subjects, situation, time, and measures. Acknowledging that the study considers population research, the researcher prioritized the selection of the specific supermarkets for investigation. The researcher also ensured that the rate of participation was sufficient, that is, 384 out of 400 questionnaires were returned filled. Face Validity (piloting the questionnaire), Content Validity (do all nine questions adequately represent the group variable such as CoS, SL and JS), Construct Validity (Do we measure CoS, SL and JS, or other nearing phenomena), Internal Validity (The extent to which the Predictor Variable accurately yields the effect that is observed.

Effect should be due to the Independent/ Predictor Variables), External Validity (Generalizability of findings beyond the sample), Statistical Conclusion Validity (credibility of the conclusions made which was increased by selecting the right statistical test and adequate sampling plus reliable data collection tool).



The identified supermarkets were eight, all head quartered in Nairobi. These were pinned as the strata from which the size of the sample was determined. The researcher ensured that there was a clear procedure for selecting the sample, and various levels of employees were included: top managers, middle-level managers, and regular employees; all of whom were within the age bracket of 18 and 60 years.

There was an emphasis on asking only valid questions. Experts were presented the questions contained within the questionnaire to verify the validity of the questions in line with the objectives of the study (Sürücü & Maslakci, 2020). Subsequently, the Content Validity Index (CVI), was calculated to check the validity of the questionnaire. This compared the number of relevant items to the total number of questions in the questionnaire (Lash et al., 2014). The values were indeed above the threshold of 0.796 as explained by Amin (2005), and that ensured validity of the questionnaires. In this study, the researcher therefore ensured that the research instrument had a CVI value above the minimum given by Amin, (2005) before being sanctioned to collect data.

### Reliability

This is the level to which a given research instrument yields data in the same manner at different points in time with all constants. It is the consistency in measurement (Amin, 2005) that indicates its accuracy. The pre-test procedure was carried out to ascertain reliability by adopting the test-retest method. The researcher therefore ensured the reliability by focusing on the consistency of results over time.

A sample of ten respondents were involved in the pre-test of the questionnaire and given the questionnaires in different but distant time points, at a time-interval of one week. The

correlation between these two sets of data was established; noting that high correlation coefficient translates to high reliability (Creswell, 2009). Each objective's constructs/ items were tested and results are shown below and the Cronbach alpha value was interpreted as advocated by Sürücü & Maslakci, (2020).

Table 4.1 Interpretation of the Cronbach's Alpha

Cronbach's Alpha Coefficient	Interpretation
$\geq 0,9$	The internal consistency of the scale is very high
$0,7 \leq \alpha < 0,9$	The scale has internal high consistency
$0,6 \leq \alpha < 0,7$	The internal consistency is acceptable
$0,5 \leq \alpha < 0,6$	The internal consistency of the scale is weak
$\alpha \leq 0,5$	The scale has no internal consistency

Note. Adapted from Title, by Sürücü & Maslakci, (2020), p. 100.

#### Impact of Centralized Organizational Structure on Employee Job Satisfaction

Table 4.2 Group reliability statistics COS vs JS

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.853	9

Sources: Research data (2022)

The Cronbach alpha of the group of items was 0.841 and depicted that the instrument was reliable. Secondly, the researcher tested each item individually. The results were tabulated as shown in Table 4.3 below.

Table 4.3 Individual item reliability COS vs JS

	Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Top-Down_Decisions-JS	32.036	9.978	.624	.503	.817
Faster_Decisions-JS	31.836	10.545	.705	.533	.810
Central_Decisions-JS	32.091	11.028	.623	.491	.820
Central_Vision-JS	31.893	10.827	.652	.490	.816
Close_Control-JS	32.070	11.282	.636	.456	.821
Uniform_Message-JS	31.818	11.199	.501	.312	.830
Top-down_Communication-JS	31.932	11.092	.405	.334	.844
Clear_Line_of_Authority-JS	31.836	10.738	.576	.430	.823
Clear_Line_of_Communication-JS	31.841	10.949	.411	.315	.844

Sources: Research data (2022)

Table 4.3 summarizes the Cronbach Alpha values for the Impact of Centralized Organizational Structure on Employee Job Satisfaction. All the items had a Cronbach Alpha value of more than 0.8 which indicates high level of reliability and excluding any item is not appropriate.

b) The Impact of Centralized Organizational Structure on Servant Leadership Behaviors

The researcher tested reliability of the items as a group and as individual item. The results are shown in Table 4.4 and Table 4.5.

Table 4.4 Group reliability statistics COS Vs SL

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.866	9

Sources: Research data (2022)

Table 4.5 Individual item reliability statistics COS Vs SL

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Top-Down_Decisions-SL	32.466	11.482	.486	.378	.860
Faster_Decisions-SL	32.229	11.566	.691	.541	.839
Central_Decisions-SL	32.352	11.048	.708	.587	.835
Central_Vision-SL	32.242	11.369	.654	.535	.841
Close_Control-SL	32.305	11.346	.684	.573	.838
Uniform_Message-SL	32.208	11.346	.612	.431	.845
Top-down_Communication-SL	32.151	12.322	.393	.269	.865
Clear_Line_of_Authority-SL	32.260	11.420	.701	.561	.838
Clear_Line_of_Communication-SL	32.099	12.037	.448	.303	.861

Sources: Research data (2022)

Table 4.4 shows the Cronbach Alpha value was 0.862. Table 4.5 indicated that each item had Cronbach Alpha of more than 0.8 which signified high reliability.

### The Impact of Servant Leadership on Employee Job Satisfaction

In this objective again tested reliability of the items as a group and as individual item. The results are displayed on Table 4.6 and Table 4.7.

Table 4.6 Group reliability statistics SL Vs JS

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.834	9

Sources: Research data (2022)

Table 4.7 Individual item reliability statistics SL Vs JS

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Empathy_helps	33.630	13.127	.492	.281	.823
Facilitating_personal_and_professional_development_helps	33.516	12.496	.529	.322	.819
persuasion_helps	33.687	11.834	.632	.534	.806
Foresight_helps	33.526	12.391	.549	.403	.817
taking_responsibility_helps	33.451	12.640	.564	.331	.815
Fairness_helps	33.427	12.684	.562	.367	.815
Selflessness_helps	33.536	12.291	.561	.386	.815
Awareness_helps	33.469	12.986	.493	.346	.822
Humility_helps	33.424	12.945	.494	.313	.822

Sources: Research data (2022)

Table 4.6 shows the Cronbach Alpha value was 0.834, while Table 4.7 the individual items had Cronbach Alpha value of more than 0.8 which depicted high reliability.

Whether Servant Leadership Plays a Moderating Role Between Centralized Organizational Structure and Employee Job Satisfaction.

The reliability statistics of the group of items and individual items are shown in Table 4.8 and Table 4.9 below.

Table 4.8 Group reliability statistics SL Moderating Role

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.938	9

Sources: Research data (2022)

Table 4.9 Individual item reliability statistics SL Moderating Role

	Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Impact_of_Supportiveness	33.977	23.036	.694	.544	.935
Impact_of_developing_the_follower	33.893	22.320	.742	.575	.932
Impact_of_persuasion	34.081	21.787	.798	.713	.929
Impact_of_Foresight	33.919	22.382	.754	.669	.931
Impact_of_taking_responsibility	33.734	22.044	.845	.762	.926
Impact_of_Fairness	33.844	22.372	.793	.693	.929
Impact_of_Selflessness	33.901	22.491	.731	.605	.933
Impact_of_Awareness	33.792	22.949	.734	.593	.932
Impact_of_Humility	33.714	22.409	.789	.652	.929

Sources: Research data (2022)

Table 4.8 shows a Cronbach Alpha value of 0.938 while Table 4.9 shows the entire individual items had Cronbach Alpha value of more than 0.9 which signifies strong reliability.

#### Factors Influencing Job Satisfaction

The researcher did reliability test on the items testing influence of job satisfaction. The Cronbach Alpha values are shown in Table 4.10 and Table 4.11 below.

Table 4.10 Group reliability statistics JS Factors

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.904	10

Sources: Research data (2022)

Table 4.11 Individual item reliability statistics JS Factors

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job_Security	37.385	15.125	.321	.369	.910
Salary	37.484	12.992	.712	.635	.883
Non-Monetary_Benefits	38.042	14.515	.714	.755	.885
Work_Load	38.055	15.258	.568	.637	.893
Leadership	37.461	14.051	.587	.756	.891
Relation_with_Supervisor	37.568	14.157	.574	.755	.892
Relation_with_Workmates	37.953	13.773	.788	.968	.879
Speed_of_Decisions	37.943	13.657	.804	.971	.877
Privilege_of_Making_Decisions	37.867	12.920	.856	.810	.872
Learning_and_Career_Development	37.867	13.854	.664	.647	.886

Sources: Research data (2022)

Table 4.10 shows a Cronbach Alpha value of 0.897 while Table 4.11 indicates that all the individual items had Cronbach Alpha value of more than 0.8 again affirming high reliability. Since all the Cronbach's Alpha values were more than 0.8, therefore the instruments were deemed reliable. Therefore, from the results the researcher concluded the instrument was valid (accurate) thus the instrument was reliable (consistent).

## Results

### Diagnostic Tests Results

Quantitative data analysis together with Inferential Statistical methods were used to add credibility to the findings (Sheard, 2018). The researcher thence included the Mean and standard deviation, together with correlation and multiple regressions analysis. In this regard this analysis must conform to credibility. Credibility is integral in research because it ensures high quality research therefore the researcher investigated which assumptions are applicable and objectively compared the data collected to determine their applicability.

The researcher considered the below assumptions to ensure credibility of the results based on the quantitative analysis done. Patino & Ferreira (2018) note that the type of data collected feeds into the statistical test used for the analysis, and the assumptions of these statistical tests must be met. The following diagnostic tests were done to satisfy the assumption.

## Results of Findings

### Sample Adequacy Test

To measure the level of sufficiency of the sample, the researcher performed the Kaiser-Meyer-Olkin test and the Bartlett's test of sphericity. Ratri et al. (2022) note that a Kaiser-Meyer-Olkin result between 0 and 1, reflects inappropriateness of data for factor analysis to perfection of the data for factor analysis, respectively; and any value above 0.5 is deemed acceptable. Similarly, Durana et al. (2019) note that Sampling Adequacy Test is important to discern whether the data is suitable for Factor Analysis, and that a value of Kaiser-Meyer-Olkin indicates that the sample is adequate. Factorability can be accessed either by the Kaiser-Meyer-Olkin's measure of Sampling Adequacy or the Bartlett's Test of Sphericity (Shrestha, 2021). The following tests were done:

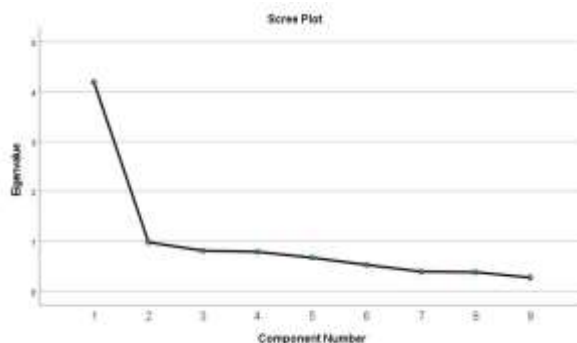
i) KMO and Bartlett's Test for the Impact of Centralized Organizational Structure on Employee Job Satisfaction

Table 4.12 KMO and Bartlett's test COS Vs JS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	1255.126
	df	36
	Sig.	<.001

Sources: Research data (2022)

Figure 4.1 Scree plot COS Vs JS





Sources: Research data (2022)

Table 4.12 and Figure 4.1 summarize the KMO and Bartlett's Test for The Impact of Centralized Organizational Structure on Employee Job Satisfaction. It is evident that the KMO value is 0.827 which is acceptable and denotes sampling adequacy. The Bartlett's test is 1255.126 indicates that the correlation matrix is significant at a level of ( $< 0.001$ ), thus meaning that the factor model is adequate.

ii) KMO and Bartlett's Test for The Impact of Centralized Organizational Structure on Servant Leadership Behaviors

Table 4.13 KMO and Bartlett's test COS Vs SL

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	1450.597
	df	36
	Sig.	<.001

Sources: Research data (2022)

Figure 4.2 Scree plot COS Vs SL

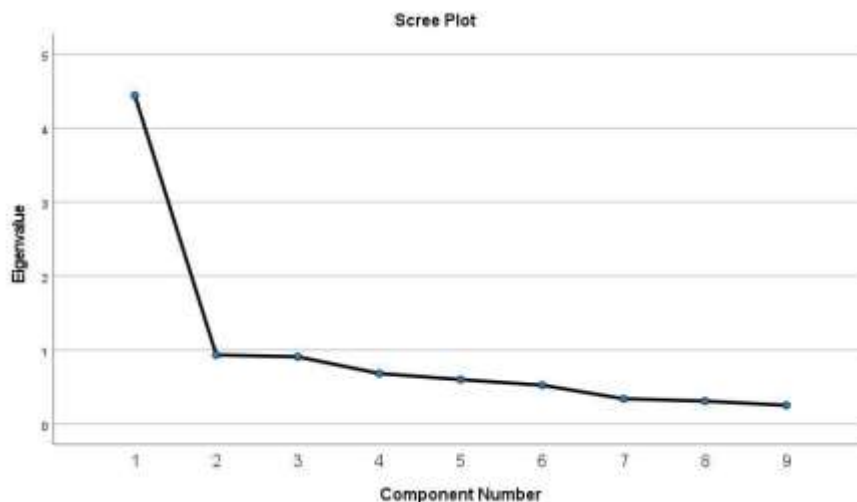


Figure 4.2 Scree plot

Sources: Research data (2022)

The KMO value was 0.850 indicating adequacy. The Bartlett's test is 1450.597 indicates that the correlation matrix is significant at a level of ( $< 0.001$ ), thus meaning that the factor model is adequate.

iii) KMO and Bartlett's Test for the Impact of Servant Leadership on Employee Job Satisfaction

Table 4.14 KMO and Bartlett's test SL Vs JS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.846
Bartlett's Test of Sphericity	Approx. Chi-Square	1018.032
	df	36
	Sig.	<.001

Sources: Research data (2022)

Figure 4.3 Scree plot SL Vs JS

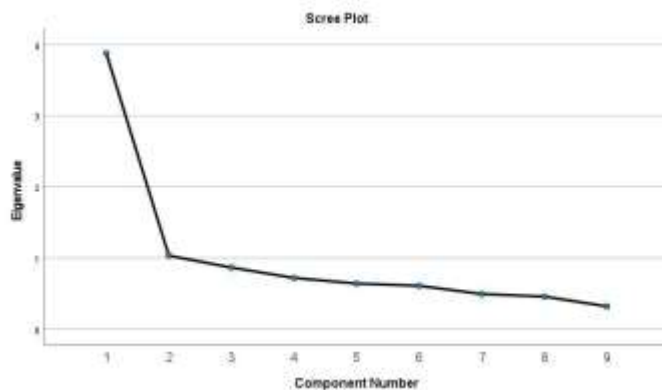


Figure 4.3 Scree plot

Sources: Research data (2022)

KMO and Bartlett's Test values is 0.846 showing high degree of sampling adequacy. The Bartlett's test is 1018.032 indicates that the correlation matrix is significant at a level of ( $< 0.001$ ), thus meaning that the factor model is adequate.

iv) KMO and Bartlett's Test for Whether Servant Leadership Plays a Moderating Role Between Centralized Organizational Structure and Employee Job Satisfaction

Table 4.15 KMO and Bartlett's test SL Moderating

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	2614.982
	df	36
	Sig.	.000

Sources: Research data (2022)

Figure 4.4 Scree plot SL Moderating

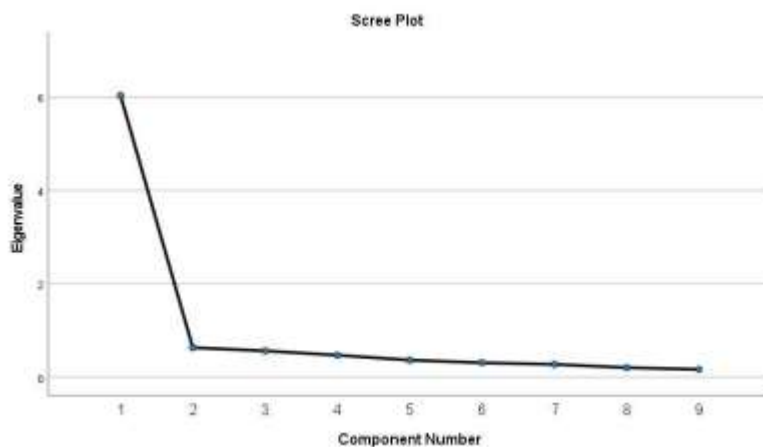


Figure 4.4 Scree plot

Sources: Research data (2022)

KMO and Bartlett's Test values is 0.922 indicating high degree of sampling adequacy. The Bartlett's test is 2614.982 indicates that the correlation matrix is significant at a level of (0.000), thus meaning that the factor model is adequate.

v) KMO and Bartlett's Test for Factors Influencing Job Satisfaction

Table 4.16 KMO and Bartlett's test JS Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	3833.506
	df	45
	Sig.	.000

Sources: Research data (2022)

Figure 4.5 Scree plot JS Factors

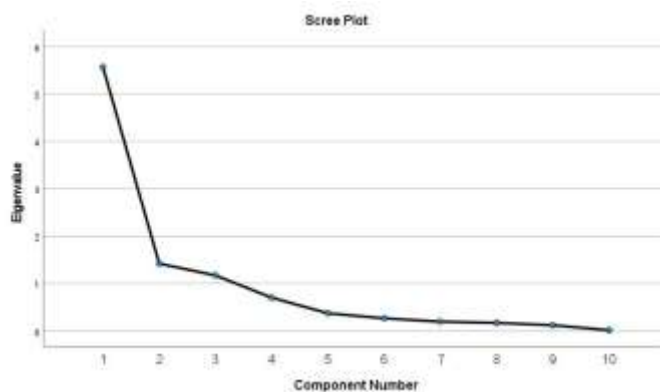


Figure 4.5 Scree plot

Sources: Research data (2022)

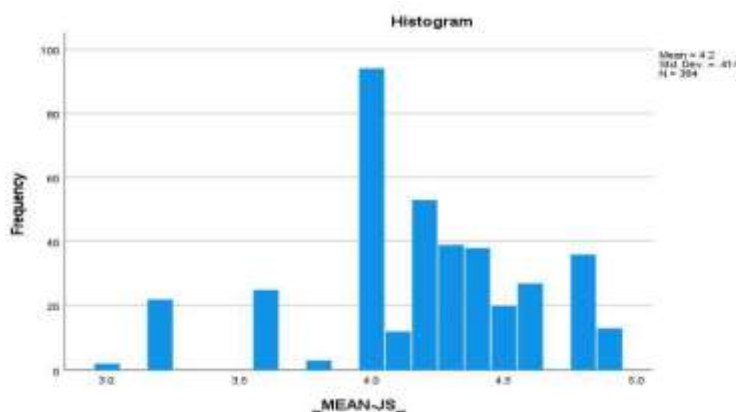
The KMO value was 0.806 signifying adequacy. The Bartlett's test is 3833.506 indicates that the correlation matrix is significant at a level of (0.001), thus meaning that the factor model is adequate.

### Normality Test

This is to determine whether to perform Parametric or Non-Parametric Tests on the data. Empirical studies have ruled the importance of testing the normality of data for analysis so that there is an additional value to the research by directing the efforts of the researcher as to the most appropriate data analysis method to adopt (Mishra et al., 2019). It has widely been agreed that the normally distributed data subjects itself more reliably to descriptive statistics such as Mean and Standard Deviation.

The researcher clearly visualized normality by using histogram, box plot and Q–Q Plot to determine whether the data is approximately normally distributed. Additionally, the researcher determines approximate normality by considering the Skewness and Kurtosis values (Wuesch, 2005) in relation to their Standard Errors. The investigator acknowledges that data from Likert-Scale Questionnaires may not be 100% normally distributed in a Bell-Shape, as the data may be inclined towards one end of the continuum:

Figure 4.6 Histogram



Sources: Research data (2022)

Figure 4.7 Q–Q Plot

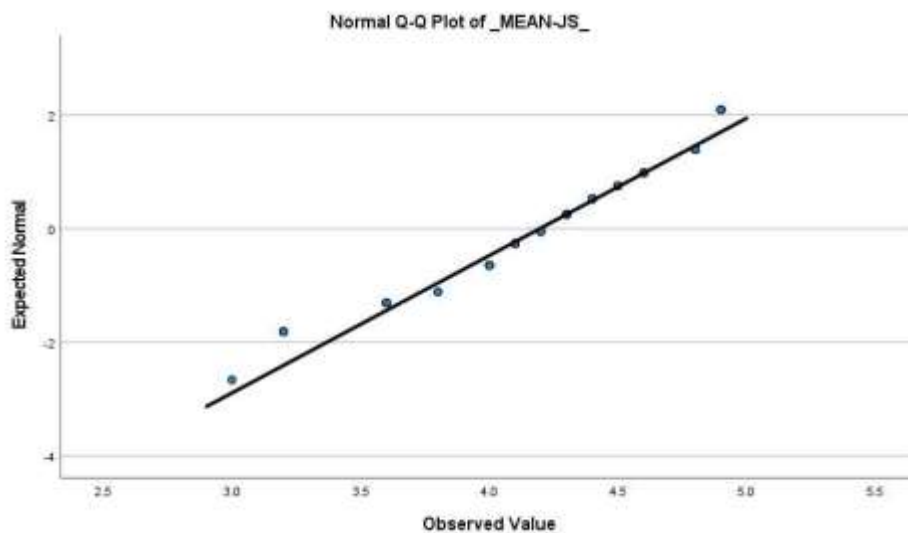


Figure 4.7: Q–Q Plot

Sources: Research data (2022)

Figure 4.8 Box Plot

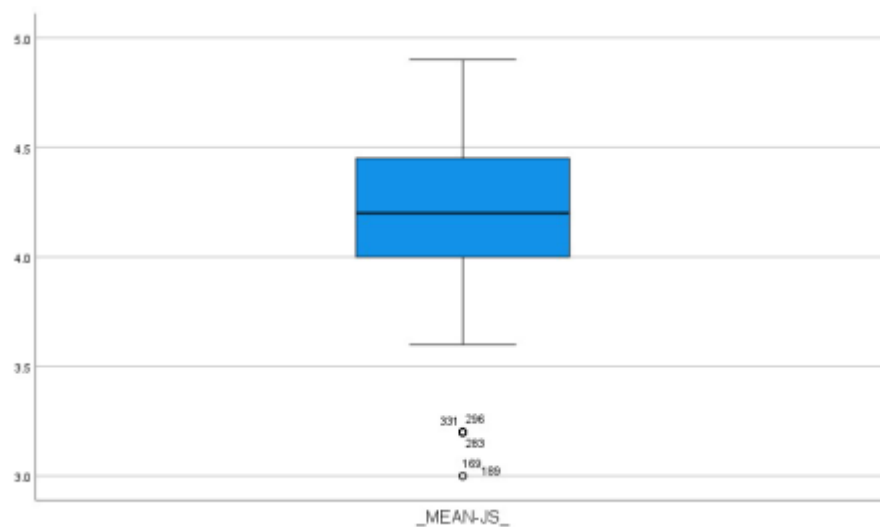


Figure 4.8: Box plot

Sources: Research data (2022)

Formally testing the normality of the data using the Shapiro-Wilk Test yields that the data is not 100% normally distributed. As Saunders et. al (2009) note, in this test the null hypothesis is not rejected whereby the p-value is less than 0.05. Consequently, the researcher establishes that the data is not necessarily perfectly normally distributed, as the null hypothesis for this test is that values come from a normal distribution:

Table 4.17 Normality Test JS

<b>Tests of Normality</b>						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
_MEAN-JS_	.183	384	<.001	.936	384	<.001
a. Lilliefors Significance Correction						

Sources: Research data (2022)

Consequently, Shapiro-Wilk Test Sig. (0.001) is less than p-value (0.05) therefore; reject the null hypothesis for this test is that values come from a normal distribution.

However, for the purpose of the present study, the researcher is interested in the normality of the prediction error rather than the data itself since this is the major factor to consider in Regression Analysis.

For Regression Analysis to be performed, the requirement is not simply the normality of the Dependent Variable data. Instead, the pre-requisite is that the Residuals are normally distributed. While only the uttermost variations from normality of the distribution of the residuals has a significant effect on the results analyzed, the residuals were checked for using P-P Plots as shown below. Plotting the Predicted Dependent Variable values against the Residuals reveals that the Residuals are indeed Normally Distributed:

Figure 4.9 Histogram testing Normality of Residual Distribution – COSJS vs. JS

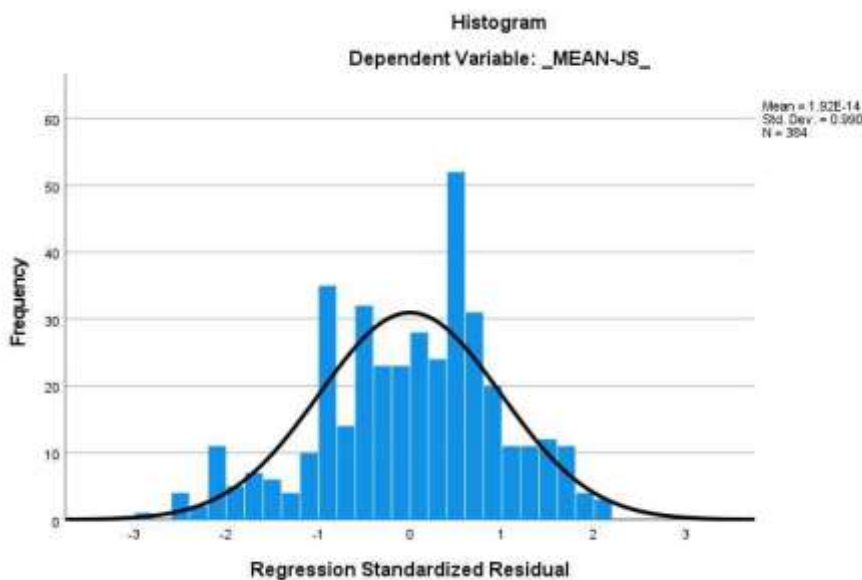


Figure 4.9: Histogram testing Normality of Residual Distribution – COSJS vs. JS

Sources: Research data (2022)

Figure 4.10 P-P Plot testing Normality of Residual Distribution – COSJS vs. JS

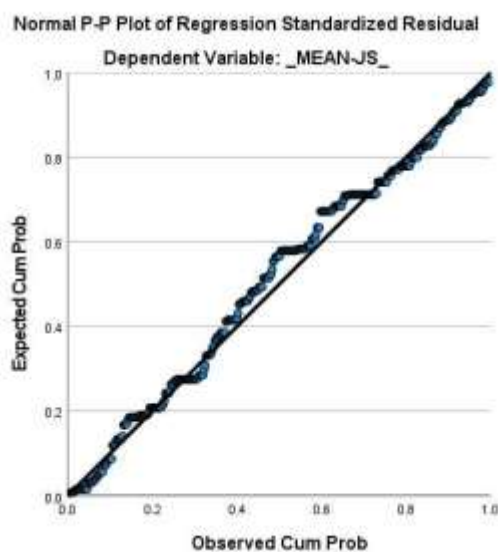


Figure 4.10: P-P Plot testing Normality of Residual Distribution – COSJS vs. JS

Sources: Research data (2022)



Figure 4.11 Histogram testing Normality of Residual Distribution – SL vs. JS

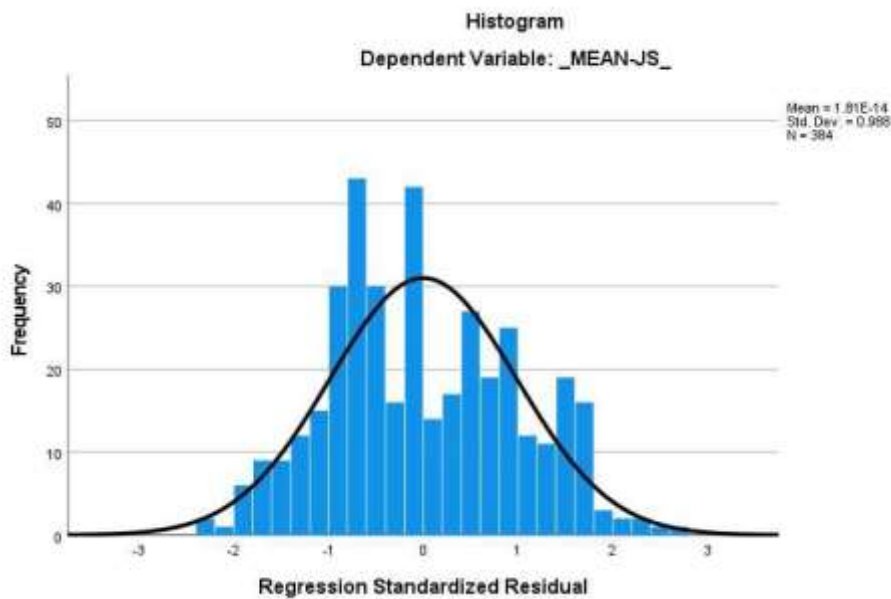


Figure 4.11: Histogram testing Normality of Residual Distribution – SL vs. JS

Sources: Research data (2022)

Figure 4.12 P-P Plot testing Normality of Residual Distribution –SL vs. JS

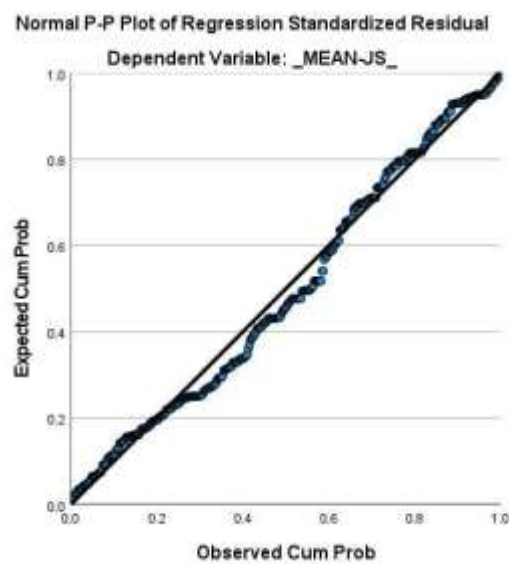


Figure 4.12: P-P Plot testing Normality of Residual Distribution – SL vs. JS

Sources: Research data (2022)

Figure 4.13 Histogram testing Normality of Residual Distribution – COSSL vs. SL

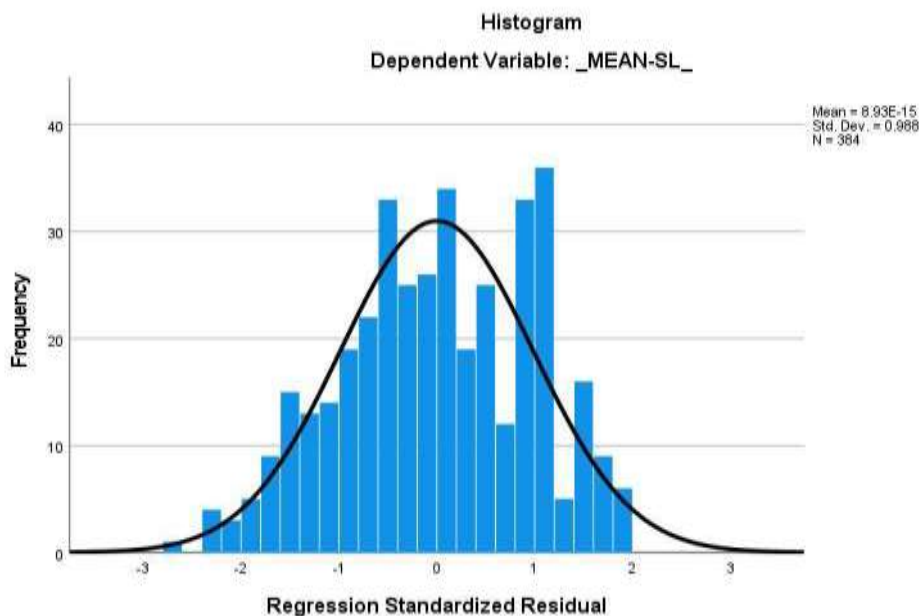


Figure 4.13: Histogram testing Normality of Residual Distribution – COSSL Vs SL  
Sources: Research data (2022)

Figure 4.14 P-P Plot testing Normality of Residual Distribution – COSSL vs. SL

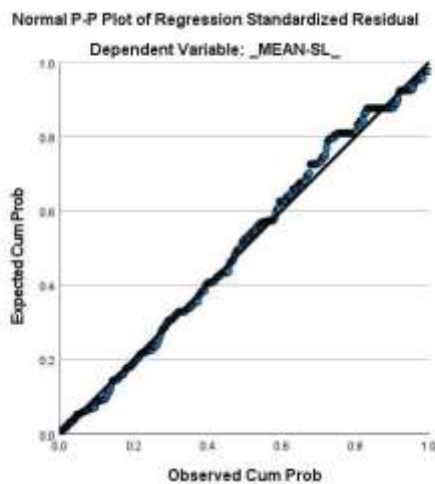


Figure 4.14: P-P Plot testing Normality of Residual Distribution – COSSL vs. SL  
Sources: Research data (2022)

### Linearity Test

The Independent and Dependent variables were thence tested for Linearity using a Scatter plot, with a Line of Fit run through to test the R squared value. This assumption was met, and there is a Linear Relationship between the COSJS and JS as well as the SL and JS. The Pearson's correlation coefficient shows the strength and direction of a relationship (Dancey and Reidy, 2004). A negative coefficient represents an inverse relationship while a positive correlation manifests a direct relation between the variables (Field, 2009). The first assumption that the researcher tested is whether a Linear Relationship exists between a given pair of variables. However, the linear relationship between the COSSL (IV) and SL (MV) was not found to be very strong.

Figure 4.15 Scatter plot indicating Linear Relationship between COSJS and JS

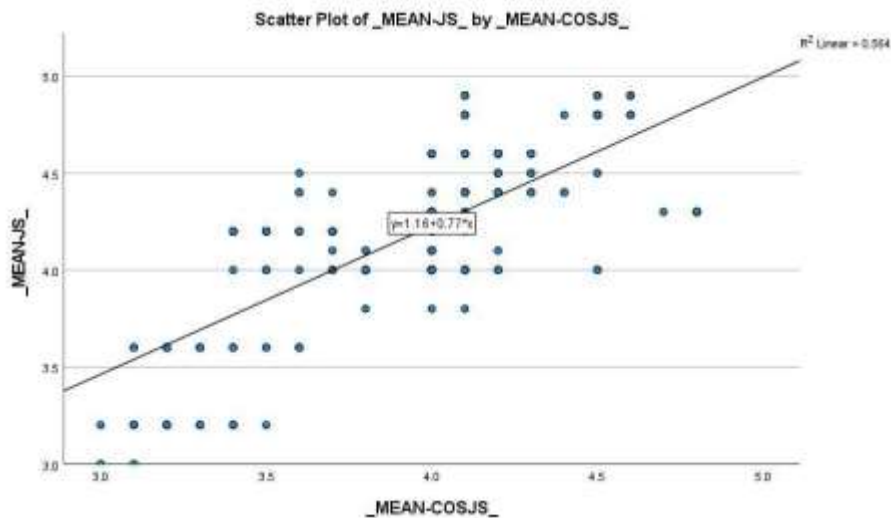


Figure 4.15: Scatter plot indicating Linear Relationship between COSJS and JS

Sources: Research data (2022)

Figure 4.16 Scatter plot indicating Linear Relationship between SL and JS

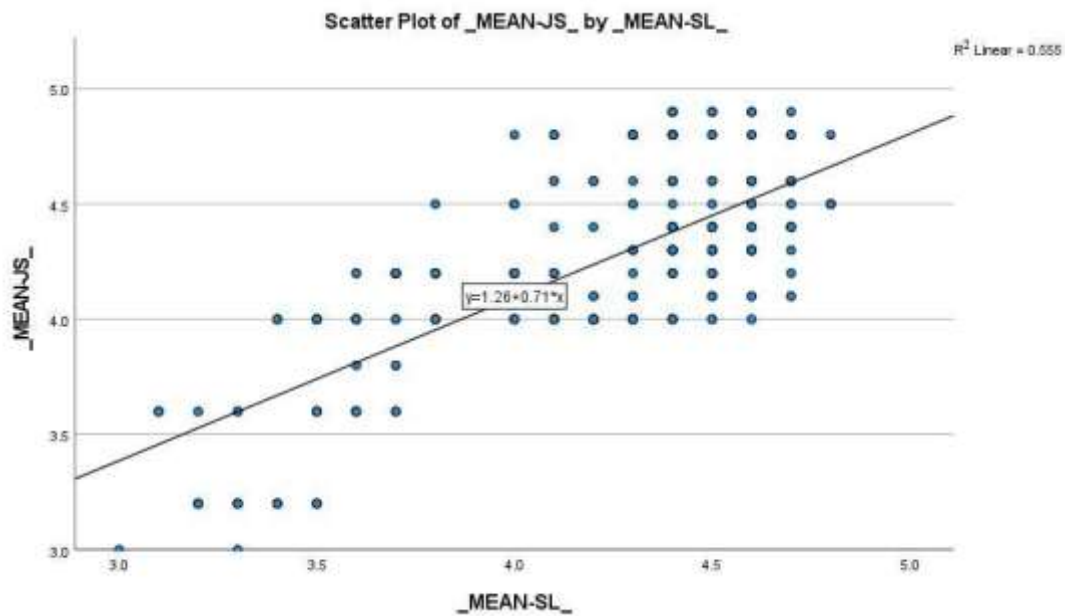


Figure 4.16: Scatter plot indicating Linear Relationship between SL and JS

Sources: Research data (2022)

Figure 4.17 Scatter plot indicating Linear Relationship between COSL and SL

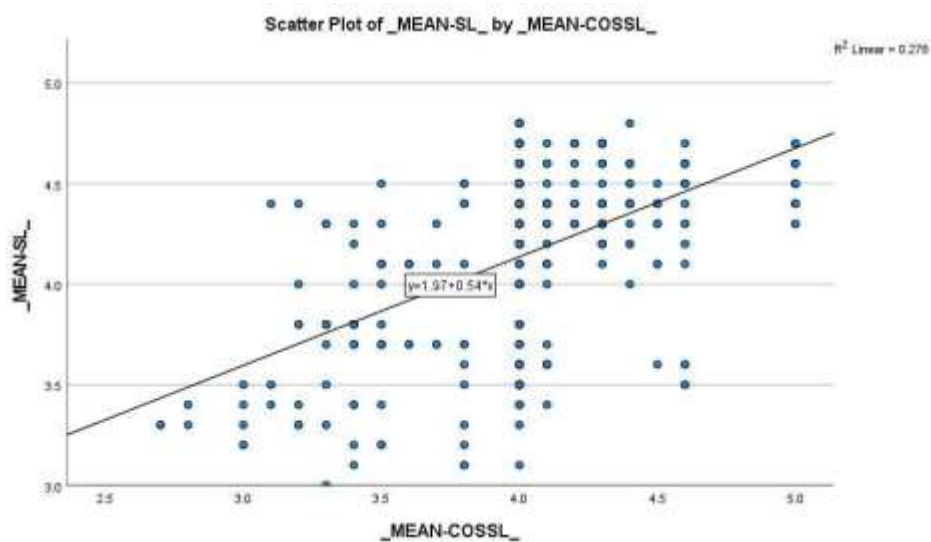


Figure 4.17: Scatter plot indicating Linear Relationship between COSL and SL

Sources: Research data (2022)

### Homoscedasticity Test

The researcher points to the finding by Yang, Tu & Chen (2019), who note that the adverse effects of homoscedasticity in data analysis should never be underestimated. Being of such vital importance, the present study prioritized homogeneity of variance so that the results are more credible and reliable, adding to research rigor insofar as Multiple Linear Regression is concerned.

Knaub (2007) observes that homoscedasticity check seeks to determine whether the variances across the various predictor variables in regression analysis are indeed constant. If the variances are constant, the data is said to be homoscedastic, while if not constant, the data is heteroscedastic. Abulela and Harwell (2020) note that normality, homoscedasticity, and independence of data must be checked for reliable statistical results to follow. The researcher has confirmed that the residuals are constant for the variables under the study. This has been confirmed with a visual plot of the Standardized values of residuals against the predicted values of the dependent variable. This has shown no significant signs of funnel or related shares, implying that the assumption of homoscedasticity has been met.

Figure 4.18 Scatter plot – Homoscedasticity COSJS Mean

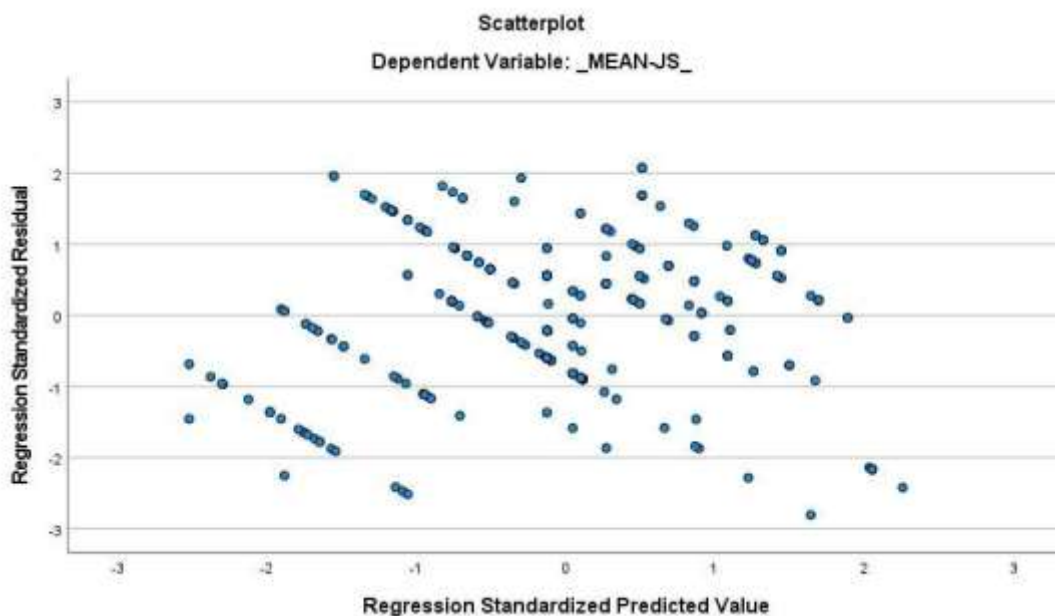


Figure 4.18: Mean of variables under COSJS

Sources: Research data (2022)

Figure 4.19 Scatter plot – Homoscedasticity COSJS Individual

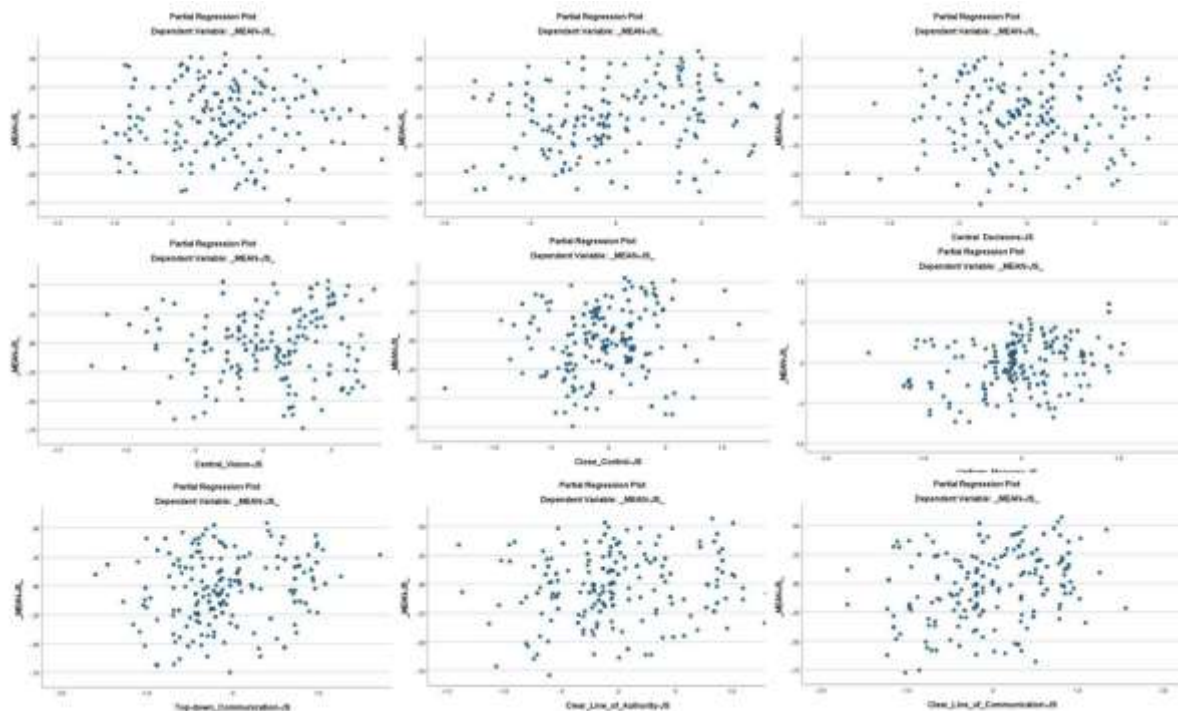


Figure 4.19 Scatter plots for the separate variables - COSJS Vs JS

Sources: Research data (2022)

The Scatter plots Figure 4.18 and 4.19 showing no funneling hence homoscedasticity criteria were met.

Figure 4.20 Scatter plot – Homoscedasticity SLJS Mean

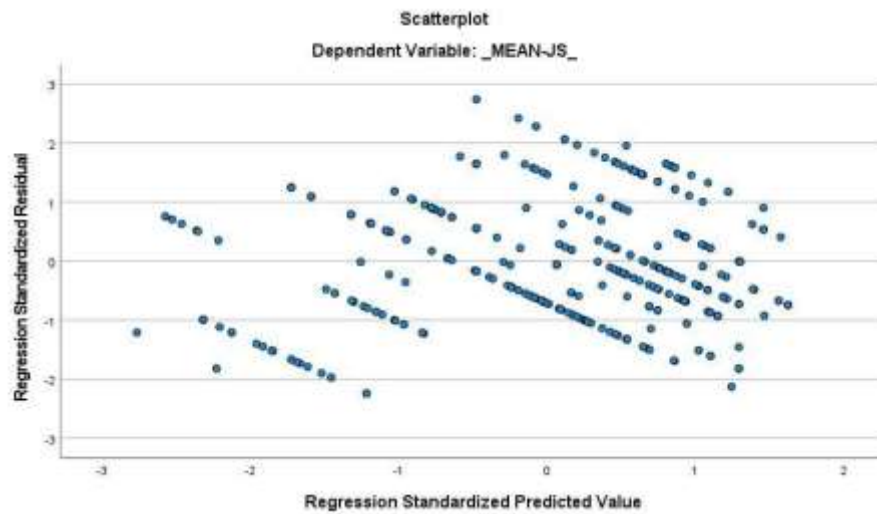


Figure 4.20 Scatterplot under SL in (SL Vs JS)

Figure 4.21 Scatter plot – Homoscedasticity SLJS individual

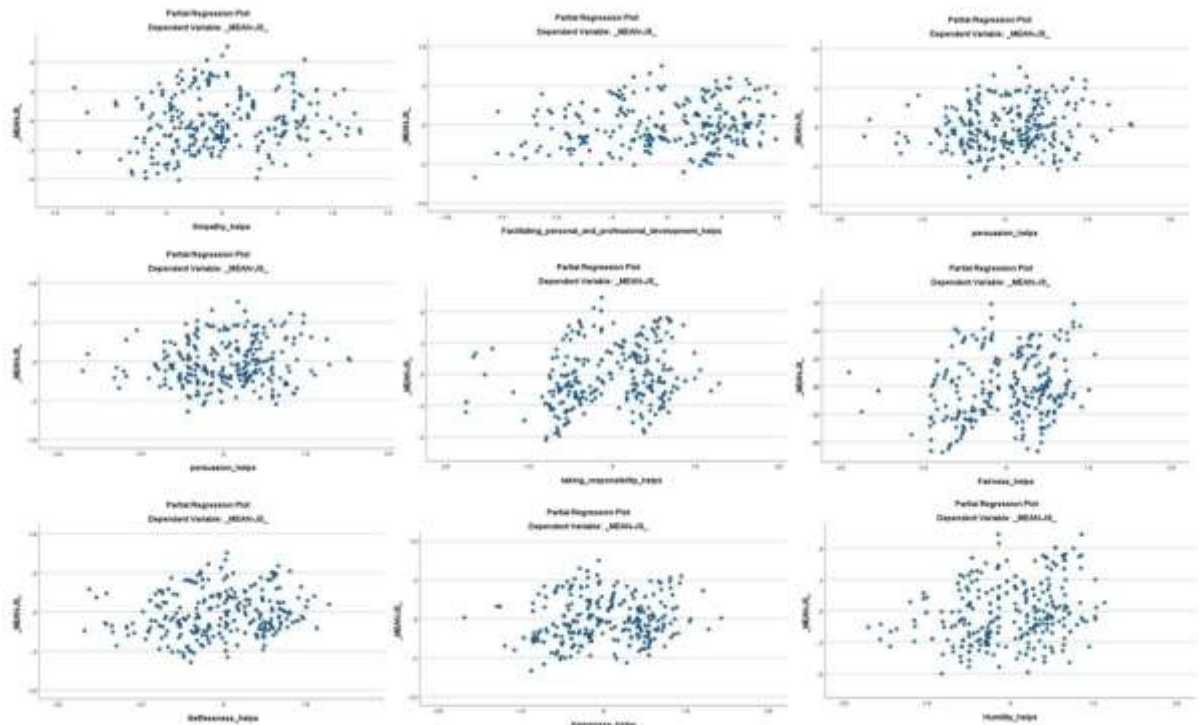


Figure 4.21 Scatter plot under SL (Separate 9 variables) - SL Vs JS

Sources: Research data (2022)



The Scatter plots above in Figure 4.20 and 4.21 showing no funneling hence homoscedasticity criteria met.

Figure 4.22 Scatter plot – Homoscedasticity COSSL mean

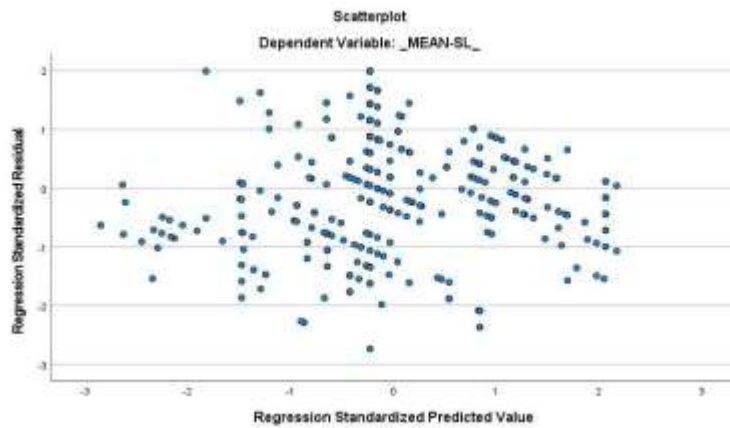


Figure 4.23 Scatter plot – Homoscedasticity COSSL Individual

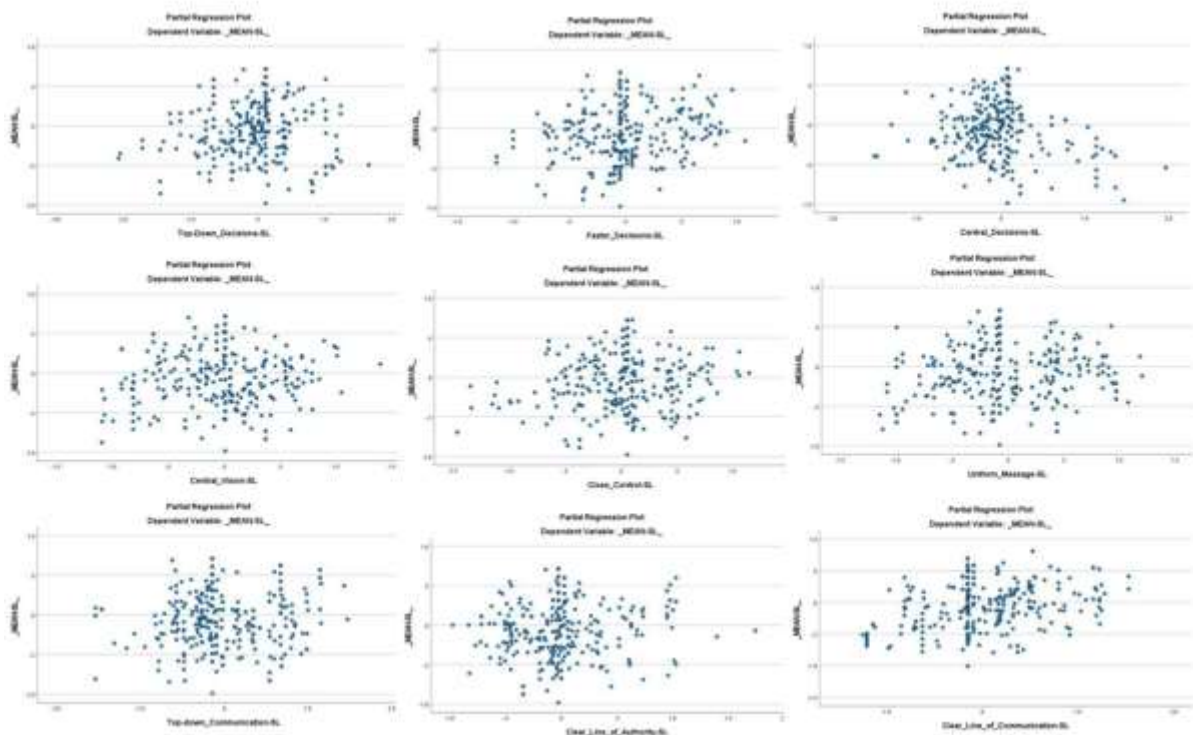


Figure 4.23 Scatter plot under COSSL. (Separate 9 variables) - COSSL Vs SL

Sources: Research data (2022)



The Scatterplot displayed on Figure 4.22 and 4.23 showed no funneling hence homoscedasticity criteria met.

#### Multi-collinearity Test

The researcher adopted Variance Inflation Factors and Tolerance factors as indicators to identify the level of multi-collinearity. For tolerance values, the continuum ranges from 0.1 to 10, and high Variance Inflation Factors are indicative of problems owing to high levels of multi-collinearity (Field, 2009). Shrestha (2021), notes that, Multicollinearity distorts the result of data analysis by making significant variables insignificant. Therefore, Multicollinearity must be detected in the data collected for suitability of analysis.

The researcher used the Variance Inflation Factor, VIF, in the current study to test for multicollinearity in the data. The Variance Inflation Factor measures the extent to which the estimated regression coefficient is inflated where there is a correlation amongst the Independent Variables. The Tolerance indicated below is simply the inverse of the Variance Inflation Factor (Shrestha, 2021) where VIF less than 1 means no correlation amongst variables, 1 to 5 indicates moderate correlation, and 5 to 10 means multi collinearity.

If the Correlation is more than 0.8, there is a possibility of multicollinearity. Tolerance should be below 1 and VIF should not exceed 10 (Gurung, 2022). The researcher has confirmed that there is an acceptable level of Multi-Collinearity within the Independent Variables. This has been confirmed using the VIF scores, which are all below 10, in fact most are less than 2. Correspondingly, the Tolerance values are above 0.2, which implies low Multi-collinearity - a critically important consideration for Multiple Linear Regression.

Table 4.18 Multicollinearity – COSJS vs. JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.046	.139		7.508	<.001		
	Faster_Decisions-JS	.191	.034	.262	5.678	<.001	.493	2.027
	Central_Decisions-JS	.071	.033	.089	2.119	.035	.577	1.734
	Central_Vision-JS	.047	.033	.061	1.421	.156	.552	1.813
	Close_Control-JS	.004	.038	.005	.109	.914	.567	1.764
	Uniform_Message-JS	.207	.028	.288	7.455	<.001	.590	1.450
	Top-down_Communication-JS	.056	.023	.095	2.430	.016	.577	1.477
	Clear_Line_of_Authority-JS	.073	.028	.109	2.580	.010	.574	1.743
	Clear_Line_of_Communication-JS	.179	.032	.227	5.966	<.001	.710	1.409

a. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The VIF values ranges from 1.409 to 2.072 and indication of Low Multicollinearity – COSJS Vs. JS. Therefore the variables met the assumption of no Multicollinearity thus the problem of Multicollinearity is eliminated.

Table 4.19 Multicollinearity – SL vs. JS

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.187	.141		8.387	<.001		
	Empathy_helps	.074	.028	.108	2.695	.007	.719	1.391
	Facilitating_personal_and_professional_development_helps	.052	.024	.088	2.139	.033	.678	1.474
	persuasion_helps	.060	.028	.108	2.165	.031	.466	2.147
	Foresight_helps	.034	.026	.059	1.340	.181	.597	1.675
	taking_responsibility_helps	.144	.027	.223	5.379	<.001	.669	1.494
	Fairness_helps	.088	.028	.135	3.162	.002	.633	1.580
	Selflessness_helps	.078	.025	.136	3.137	.002	.614	1.630
	Awareness_helps	.059	.028	.090	2.135	.033	.654	1.529
	Humility_helps	.126	.027	.194	4.740	<.001	.687	1.455

a. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The VIF values ranges from 1.455 to 2.147 showing Low Multicollinearity – SL Vs JS

Table 4.20 Multicollinearity – COSSL vs. SL

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.785	.188		9.473	<.001		
	Top-Down_Decisions-SL	.022	.032	.036	.680	.497	.622	1.607
	Faster_Decisions-SL	.132	.051	.162	2.603	.010	.459	2.176
	Central_Decisions-SL	-.089	.046	-.128	-1.944	.053	.413	2.422
	Central_Vision-SL	.049	.045	.067	1.086	.278	.465	2.152
	Close_Control-SL	.098	.048	.131	2.020	.044	.427	2.341
	Uniform_Message-SL	.071	.038	.104	1.850	.065	.569	1.757
	Top-down_Communication-SL	.040	.035	.056	1.141	.255	.731	1.368
	Clear_Line_of_Authority-SL	.077	.050	.099	1.554	.121	.439	2.276
	Clear_Line_of_Communication-SL	.175	.035	.251	4.961	<.001	.697	1.434

a. Dependent Variable: MEAN-SL

Sources: Research data (2022)

The VIF values ranges from 1.368 to 2.422 depicting Low Multicollinearity – COSSL Vs SL

### Independence of Observations/ Residuals/ Error Term

The researcher confirmed that the values of the residuals are independent from each other. This has been confirmed using the Durbin-Watson statistic, which is close to the value of 2. This implies no significant deviation from independence of the error term, which is a critically important consideration for Multiple Linear Regression.

#### i) Independence of Residuals – DW Statistic – COS vs. JS

Table 4.21 Independence of Residuals COS Vs JS

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
						F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.784 <sup>a</sup>	.615	.606	.2596	.615	74.750	8	375	<.001	2.030

a. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Central\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Faster\_Decisions-JS

b. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic runs from 0-4. The value is in Table 4.21 is 2.030 which means there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is fit.

Table 4.22 ANOVA COS Vs JS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.313	8	5.039	74.750	<.001 <sup>b</sup>
	Residual	25.280	375	.067		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Central\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Faster\_Decisions-JS

Sources: Research data (2022)

The F value is 74.750 and the sig. 0.001 which means the result is significant. Therefore the F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (COS) significantly predicts job satisfaction (JS)  $F(8, 375) = 74.750$ ,  $p < 0.05$ .

## ii) Independence of Residuals – DW Statistic – SL Vs JS

Table 4.23 Independence of Residuals SL Vs JS

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
1	.755 <sup>a</sup>	.570	.560	.2746	.570	55.120	9	374	<.001	2.165

a. Predictors: (Constant), Humility\_helps, persuasion\_helps, Awareness\_helps, Empathy\_helps, taking\_responsibility\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Fairness\_helps, Selflessness\_helps, Foresight\_helps

b. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic value is in Table 4.23 is 2.165 which means there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is fit.

Table 4.24 ANOVA SL Vs JS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.398	9	4.155	55.120	<.001 <sup>b</sup>
	Residual	28.195	374	.075		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Humility\_helps, persuasion\_helps, Awareness\_helps, Empathy\_helps, taking\_responsibility\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Fairness\_helps, Selflessness\_helps, Foresight\_helps

Sources: Research data (2022)

Therefore, the F ratio is indicative that the regression model adopted is a good fit for the data, since the results reveal that the predictor variables (Servant Leadership (SL)) significantly predicts job satisfaction (JS)  $F(9, 374) = 55.120, p < 0.05$ .

### iii) Independence of Residuals – DW Statistic – COSSL Vs SL

Table 4.25 Independence of Residuals COS Vs SL

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
						F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.576 <sup>a</sup>	.332	.316	.3597	.332	20.642	9	374	<.001	1.915

a. Predictors: (Constant), Clear\_Line\_of\_Communication-SL, Top-down\_Communication-SL, Top-Down\_Decisions-SL, Uniform\_Message-SL, Close\_Control-SL, Faster\_Decisions-SL, Central\_Vision-SL, Clear\_Line\_of\_Authority-SL, Central\_Decisions-SL

b. Dependent Variable: \_MEAN-SL\_

Sources: Research data (2022)

The Durbin-Watson statistic value in Table 4.25 is 1.915, it is very close to 2, and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is a good fit.

Table 4.26 ANOVA COS Vs SL

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.038	9	2.671	20.642	<.001 <sup>b</sup>
	Residual	48.393	374	.129		
	Total	72.432	383			

a. Dependent Variable: \_MEAN-SL\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-SL, Top-down\_Communication-SL, Top-Down\_Decisions-SL, Uniform\_Message-SL, Close\_Control-SL, Faster\_Decisions-SL, Central\_Vision-SL, Clear\_Line\_of\_Authority-SL, Central\_Decisions-SL

Sources: Research data (2022)

Therefore, the F ratio is indicative that the regression model adopted is a good fit for the data, since the results reveal that the predictor variables significantly predict job Servant Leadership  $F(9, 374) = 20.642, p < 0.05$ .

#### No Significant Influence on the Model

The researcher has confirmed that there is no evidence of influential items or significant outliers causing a bias to the model developed. This has been confirmed by considering the Cook's Distance values, which are all under One. This indicates that any individual cases which may exist, have not unduly impacted upon the model. Also, the researcher used the Mahalanobis Distance to confirm this. Transformed the Mahalanobis distance column of variable into P-values using the formula:  $1 - \text{CDF.CHISQ}(\text{MAH}_1, 3)$ , P-value Less than 0.001 were termed as Significant Outliers. In this case None found.

#### Mean and Standard Deviation

Effective rating scale is vital to rigorous research (Jiuliang & Wang, 2021). Therefore, the researcher used the rating scale advocated by Gay (2005). This rating is shown In Table 4.27 below. The rating scale identified hereon was used to discern the responses:

Table 4.27 Rating Scale

Range of the Mean	Participant Response	Inference
1.00 - 1.80	Strongly Disagree	Very Low
1.81 – 2.60	Disagree	Low
2.61 - 3.40	Neutral	Average
3.41 - 4.20	Agree	Moderately high
4.21 – 5.00	Strong Agree	High

Source: Rating Scale adopted from Gay (2005).

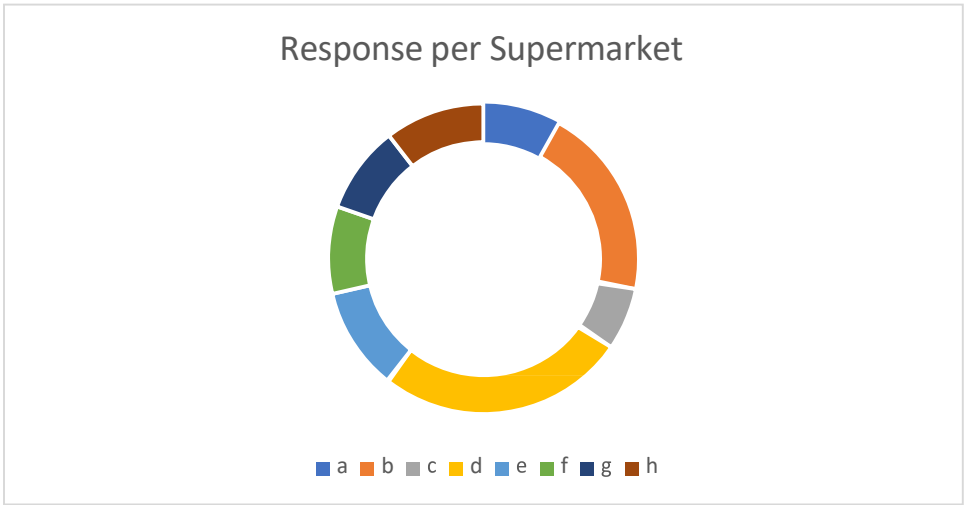
Demographics of the Respondents

The demographic characteristics examined were Number of respondents per supermarket, age, gender, years worked, respondents department, level of employment, Experience of respondents in working in a particular and level of education.

Number of respondents per supermarket.

The data in table 4.24 shows that 8 supermarkets participated in the study, the table also displays number and percentage of participants in each supermarket. The highest number of respondents were from supermarket a at 100, while the lowest number of respondents were from supermarket b which had 25 employees returning their questionnaires duly filled. The highest number of respondents represented 26% of the participants while the remaining 74% were drawn from the remaining 7 supermarkets. The lowest contribution of participants was by supermarket b at 6.5%.

Table 4.28 Number of respondents per supermarket



Sources: Research data (2022)

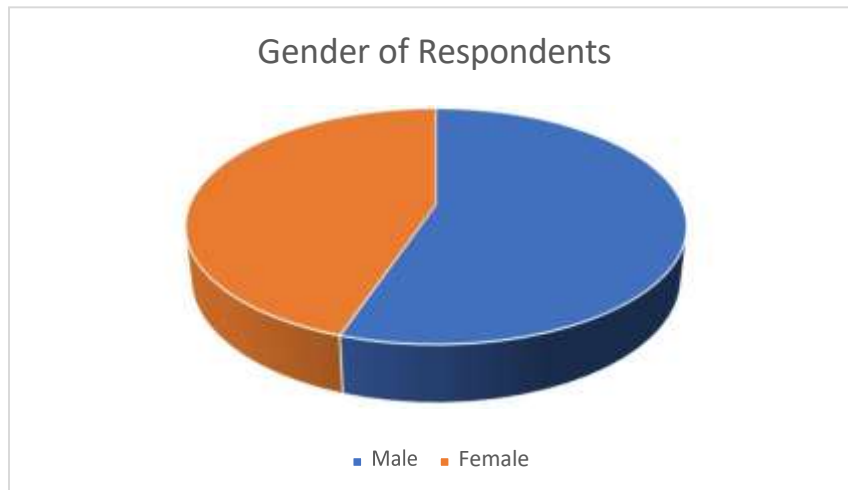
### Gender of respondents

Gender was analyzed and Table 4.28 found that females and males participated in the study with a somewhat balanced ratio. Male participants were tallied at 212 while female respondents contributed a total of 172 employees completing the research questionnaire and returning it. This translated to 44.8% and 55.2% respectively of female and male participants, respectively.

Table 4.29 Gender of respondents

Gender		
	N	%
Female	172	44.8%
Male	212	55.2%

Figure 4.24 Gender of Respondents



Sources: Research data (2022)

### Age of respondents

Age of respondents was determined and it was noted that the participants had representatives in all ages ranging from 18 years to 44 years. The oldest respondent was 44 and there were 4 employees of this age. The youngest participant was 18 years by age, and there were



two such employees. The most common age of employees that filled and returned the questionnaires was 32 years at 8.3% of total participants, which was closely followed by 31 years at 8.1%. The least common age of employees that filled and returned the questionnaires was 18 years at 0.5% of total participants, which was closely followed by 44 years at 1.0%.

Table 4.30 Age of respondents

Age	N	%	Age	N	%
18	2	0.5%	31	31	8.1%
19	11	2.9%	32	14	3.6%
20	13	3.4%	33	15	3.9%
21	12	3.1%	34	24	6.3%
22	10	2.6%	35	8	2.1%
23	12	3.1%	36	9	2.3%
24	13	3.4%	37	7	1.8%
25	9	2.3%	38	6	1.6%
26	27	7.0%	39	10	2.6%
27	25	6.5%	40	8	2.1%
28	32	8.3%	41	11	2.9%
29	28	7.3%	42	8	2.1%
30	29	7.6%	43	6	1.6%
			44	4	1.0%

Sources: Research data (2022)

#### Experience of respondents in working in the particular supermarket

The study found that the respondents had worked for some years distributed from 1 year to more than 5 years. The most common category in work duration was 2 to 5 years with 111 employees emanating from this range. The least common category in work duration was 4 to 5 years with 7 employees emanating from this range; which was interesting because employees who worked for more than 5 years were found to be 82 employees.

Table 4.31 Work Experience of respondents

Years_Worked		
	N	%
1 Year to 2 Years	86	22.4%
2 Years to 4 Years	15	3.9%
2 Years to 5 Years	111	28.9%
6 Months to 1 Year	24	6.3%
Less than 6 Months	59	15.4%
More than 4 years	7	1.8%
More than 5 years	82	21.4%

Sources: Research data (2022)

Figure 4.25 Duration Worked



### The departments of respondents

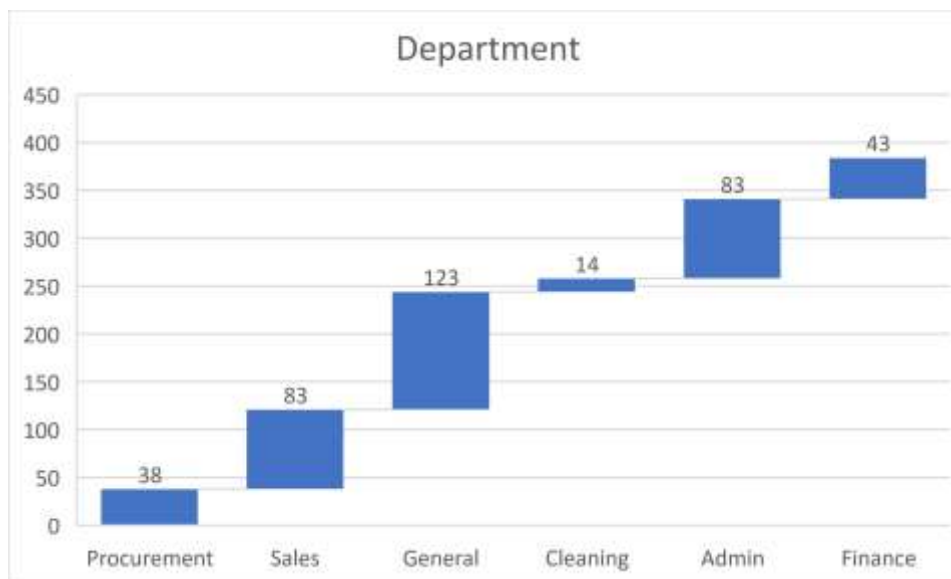
The investigator sought to determine the departments of the respondents and found they worked in various departments. The respondents mostly worked under the general department, at 123 employees. The least number of employees derived from the cleaning department, insofar as the respondents to the questionnaires was concerned. This represented 32% and 3.6% of the total response respectively.

Table 4.32 Department of respondents

Department		
	N	%
Admin	83	21.6%
Cleaning	14	3.6%
Finance	43	11.2%
General	123	32.0%
Procurement	38	9.9%
Sales	83	21.6%

Sources: Research data (2022)

Figure 4.26 Department



The study found that the participants were either in mid level top level or regular level of employment. The most common level of employment was the Regular level, while Top-level was least common in response terms. This represented 58.9% and 4.7% of the total response, respectively.

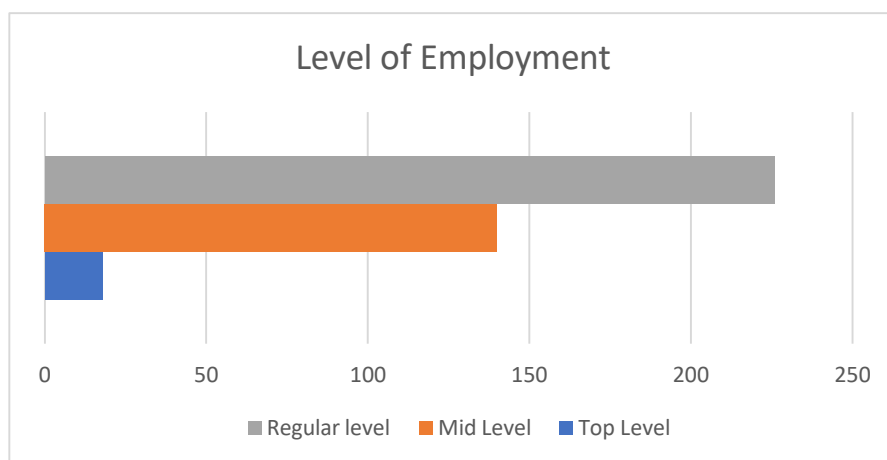
Table 4.33: Level of employment

Table 4.33 Level of Employment of the respondents

Level_of_Employment		
	N	%
Mid Level	140	36.5%
Regular level	226	58.9%
Top Level	18	4.7%

Sources: Research data (2022)

Figure 4.27 Level of Employment



#### Respondents level of education

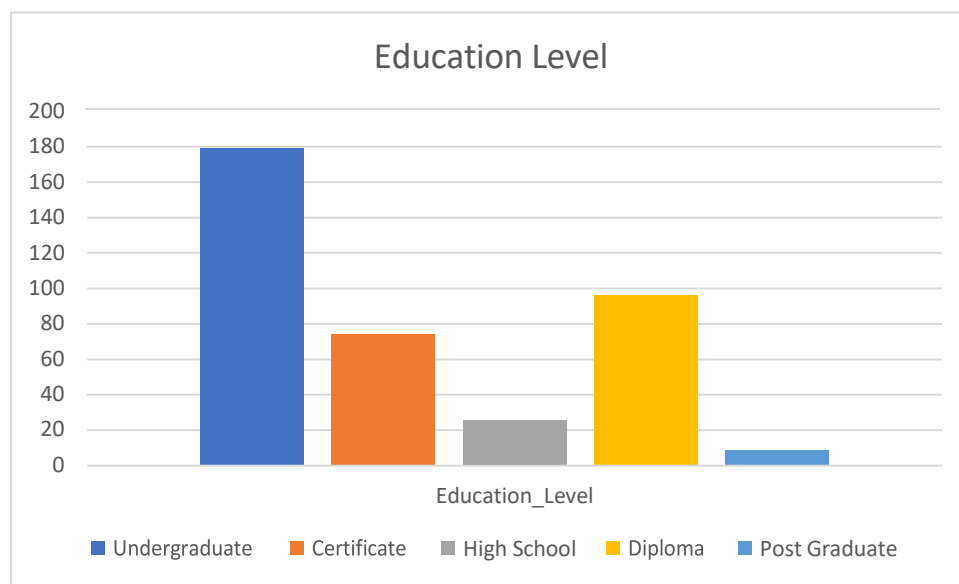
The education was also analysed. The results are shown in Table 4.34 below. Most of the respondents at least had an undergraduate degree, which translated to 179 respondents out of the possible 384, representing a staggering 46.6% of the total respondents. Post-graduate qualified employees were at the minimum of the respondents with only 9 such employees, which translated to 2.3% of the total respondents.

Table 4.34 Education Level of respondents

Education_Level		
	N	%
Certificate	74	19.3%
Diploma	96	25.0%
High School	26	6.8%
Post Graduate	9	2.3%
Undergraduate	179	46.6%

Sources: Research data (2022)

Figure 4.28 Education Level



Research Question 1: What is the impact of centralized organization structure on job satisfaction?

#### 4.6.1 Mean and Standard Deviation

Table 4.35 Mean and standard deviation COS Vs JS

	Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error Std. Error	Std. Deviation Statistic	Skewness		Kurtosis	
Top-Down_Decisions-JS	384	3.0	5.0	3.883	.0379	.7435	.192	.125	-1.170	.248
Faster_Decisions-JS	384	3.0	5.0	4.083	.0290	.5675	.014	.125	.059	.248
Central_Decisions-JS	384	3.0	5.0	3.828	.0267	.5227	-.185	.125	.180	.248
Central_Vision-JS	384	3.0	5.0	4.026	.0278	.5449	.018	.125	.387	.248
Close_Control-JS	384	3.0	5.0	3.849	.0235	.4606	-.534	.125	.907	.248
Uniform_Message-JS	384	3.0	5.0	4.102	.0294	.5759	-.002	.125	-.055	.248
Top-down_Communication-JS	384	3.0	5.0	3.987	.0357	.6986	.018	.125	-.943	.248
Clear_Line_of_Authority-JS	384	3.0	5.0	4.083	.0317	.6202	-.056	.125	-.415	.248
Clear_Line_of_Communication-JS	384	3.0	5.0	4.078	.0372	.7292	-.121	.125	-1.109	.248
_MEAN-COSJS_	384	3.0	4.8	3.958	.0207	.4055	-.227	.125	-.439	.248
Valid N (listwise)	384									

Sources: Research data (2022)

Table 4.35 shows the means were more than 3.8 meaning that respondents agreed or strongly agreed with the statements which interpreted that COS impacted JS in a moderately high or high manner.

#### 4.6.2 Correlation between Centralization of Organizational Structure and Job Satisfaction

Table 4.36 Correlation analysis COS Vs JS

Correlations			
		_MEAN-COSJS_	_MEAN-JS_
_MEAN-COSJS_	Pearson Correlation	1	.751**
	Sig. (2-tailed)		<.001
	N	384	384
_MEAN-JS_	Pearson Correlation	.751**	1
	Sig. (2-tailed)	<.001	
	N	384	384

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

Sources: Research data (2022)

The Pearson's correlation coefficient was employed to discern the relationship between the variables. Empirically, this has been accepted as a reliable indicator of relationships, with a continuum from negative 1 to positive 1 (Suanders & Thornhill, 2007). This points toward a weak and strong relationship, respectively. Consensus holds that positive correlation is representative of a direct positive relationship, and a negative correlation coefficient conversely indicates an inverse relationship. A zero value of the correlation coefficient is indicative of no relation between the variables.

Results in Table 4.36 above show, the relationship between Centralization of Organizational Structure and Job Satisfaction. From the test, Correlation result was 0.751 which meant the relationship between COS and JB was strong, and any change that would be made in the COS would strongly change JB.

### Regression

Regression analysis was done to determine the effects of the independent variable on the dependent variable. Abulela and Harwell (2020) opined that regression is used to predict the impact on the dependent variable in the case of this study job satisfaction. The research used three regression equations as explained below.

$$JS = \beta_0 + \beta_1 TDDM + \beta_2 FDM + \beta_3 CDM + \beta_4 CV + \beta_5 CC + \beta_6 UM + \beta_7 TDC + \beta_8 CLA + \beta_9 CLC + e \dots \dots \dots \text{(Equation I)}$$

Where:

JS = Job Satisfaction

$\beta_0$  = Constant

TDDM = Top-Down Decision Making

FDM =Faster Decision Making

CDM =Central Decision Making

CV =Central Vision

CC =Clear Communication

UM =Uniform Message

TDC =Top-Down Communication

CLA =Clear Line of Authority

CLC =Clear Line of Communication

e = Error Term

Table 4.37 Model summary COS Vs JS

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig. F Change	
1	.785 <sup>a</sup>	.617	.607	.2593	.617	66.821	9	374	<.001	2.042

a. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

b. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic value in Table 4.37 is 2.042, which is approximately 2 and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is fit.



Table 4.38 ANOVA COS Vs JS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.442	9	4.494	66.821	<.001 <sup>b</sup>
	Residual	25.151	374	.067		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

Sources: Research data (2022)

The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data as the table shows that the predictor variables significantly predict job Satisfaction  $F(9, 374) = 66.821$ ,  $p < 0.05$ . Centralization of an Organization Structure predicts the Job Satisfaction level significantly,  $F(9, 374) = 66.821$ ,  $p < 0.001$ ,  $R^2 = 0.617$ . Hence, the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on JS.

Table 4.39 Coefficients COS Vs JS

Table 4.39 Coefficients (COSJS)

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.083	.142		7.644	<.001		
	Top-Down_Decisions-JS	.035	.025	.063	1.386	.167	.497	2.011
	Faster_Decisions-JS	.183	.034	.251	5.349	<.001	.467	2.140
	Central_Decisions-JS	.054	.036	.066	1.517	.130	.509	1.965
	Central_Vision-JS	.034	.034	.044	.989	.323	.510	1.960
	Close_Control-JS	-.007	.039	-.007	-.170	.865	.544	1.837
	Uniform_Message-JS	.205	.028	.285	7.398	<.001	.688	1.453
	Top-down_Communication-JS	.060	.023	.102	2.589	.010	.666	1.501
	Clear_Line_of_Authority-JS	.070	.028	.104	2.460	.014	.570	1.755
	Clear_Line_of_Communication-JS	.135	.022	.237	6.127	<.001	.685	1.460

a. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

Table 4.39 shows that the all B-coefficient are positive except one (close control). These mean that any change in the attributes of COS also changes the JS positively. The data also means increase of close control attribute in COS reduces JS. The elements of Centralized Organization Structure that had the most significant positive impact upon employee job satisfaction were Faster Decisions, Uniform message, and Clear Line of Communication. The element of Centralized Organization Structure that was found to impact Employee Job Satisfaction negatively is Close Control.

**Research Question 2: Does centralized organizational structure impact on servant leadership behaviors?**

#### 4.7.1 Mean and Standard Deviation

Table 4.40 Mean and standard deviation COS Vs SL

	Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error Std. Error	Std. Deviation Statistic	Skewness Statistic	Std. Error Std. Error	Kurtosis Statistic	Std. Error Std. Error
Top-Down_Decisions-SL	384	2.0	5.0	3.823	.0367	.7189	-.104	.125	-.344	.248
Faster_Decisions-SL	384	3.0	5.0	4.060	.0273	.5350	.055	.125	.468	.248
Central_Decisions-SL	384	2.0	5.0	3.938	.0318	.6227	-.479	.125	1.060	.248
Central_Vision-SL	384	3.0	5.0	4.047	.0305	.5984	-.016	.125	-.202	.248
Close_Control-SL	384	2.0	5.0	3.984	.0297	.5824	-.477	.125	1.577	.248
Uniform_Message-SL	384	3.0	5.0	4.081	.0324	.6351	-.068	.125	-.529	.248
Top-down_Communication-SL	384	3.0	5.0	4.138	.0310	.6082	-.078	.125	-.381	.248
Clear_Line_of_Authority-SL	384	3.0	5.0	4.029	.0284	.5567	.012	.125	.244	.248
Clear_Line_of_Communication-SL	384	3.0	5.0	4.190	.0318	.6240	-.159	.125	-.551	.248
_MEAN-COSSL_	384	2.7	5.0	4.009	.0217	.4243	-.185	.125	.896	.248
Valid N (listwise)	384									

Sources: Research data (2022)

The results in Table 4.40, indicates that the mean range was 3.823 -4.190 which mean the respondents agreed with the respondents. This was interpreted the attributes of COS affected the either moderately high or high Servant leadership (SL).

#### 4.7.2 Correlation between centralized structure and Servant Leadership behaviors

Table 4.41 Correlation analysis COS Vs SL

Correlations			
		_MEAN-COSSL_	_MEAN-SL_
_MEAN-COSSL_	Pearson Correlation	1	.527**
	Sig. (2-tailed)		<.001
	N	384	384
_MEAN-SL_	Pearson Correlation	.527**	1
	Sig. (2-tailed)	<.001	
	N	384	384

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

Sources: Research data (2022)

Results in Table 4.41 show, the relationship between Centralization of Organizational Structure and Job Satisfaction. From the test, Correlation result was 0.527 which meant the relationship between COS and SL was average strong, and any change that would be made in the COS would averagely change SL behaviors.

#### 4.7.3 Regression

$$SLB = \beta_0 + \beta_1 TDDM + \beta_2 FDM + \beta_3 CDM + \beta_4 CV + \beta_5 CC + \beta_6 UM + \beta_7 TDC + \beta_8 CLA + \beta_9 CLC + e \dots \dots \dots \text{(Equation II)}$$

Where:

SLB = Servant leadership behaviors

$\beta_0$  = Constant

TDDM = Top-Down Decision Making

FDM =Faster Decision Making

CDM =Central Decision Making

CV =Central Vision

CC =Clear Communication

UM =Uniform Message

TDC =Top-Down Communication

CLA =Clear Line of Authority

CLC =Clear Line of Communication

e = Error Term

Table 4.42 Model summary COS Vs SL

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.576 <sup>a</sup>	.332	.316	.3597	.332	20.642	9	374	<.001	1.915

a. Predictors: (Constant), Clear\_Line\_of\_Communication-SL, Top-down\_Communication-SL, Top-Down\_Decisions-SL, Uniform\_Message-SL, Close\_Control-SL, Faster\_Decisions-SL, Central\_Vision-SL, Clear\_Line\_of\_Authority-SL, Central\_Decisions-SL

b. Dependent Variable: \_MEAN-SL\_

Sources: Research data (2022)

The Durbin-Watson statistic value is in Table 4.42 is 1.915, which is which is close to 2 and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the thus the model is fit.

Table 4.46: ANOVA (COSSL)

Table 4.43 ANOVA COS Vs SL

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.038	9	2.671	20.642	<.001 <sup>b</sup>
	Residual	48.393	374	.129		
	Total	72.432	383			

a. Dependent Variable: \_MEAN-SL\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-SL, Top-down\_Communication-SL, Top-Down\_Decisions-SL, Uniform\_Message-SL, Close\_Control-SL, Faster\_Decisions-SL, Central\_Vision-SL, Clear\_Line\_of\_Authority-SL, Central\_Decisions-SL

Sources: Research data (2022)

The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variable (COS attributes) significantly predicts Servant Leadership  $F(9, 374) = 20.642$ ,  $p < 0.05$ . This resulted to the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on servant leadership behaviors; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on servant leadership behaviors.

Table 4.44 Coefficients COS Vs SL

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.785	.188		9.473	<.001		
	Top-Down_Decisions-SL	.022	.032	.036	.680	.497	.622	1.607
	Faster_Decisions-SL	.132	.051	.162	2.603	.010	.459	2.176
	Central_Decisions-SL	-.089	.046	-.128	-1.944	.053	.413	2.422
	Central_Vision-SL	.049	.045	.067	1.086	.278	.465	2.152
	Close_Control-SL	.098	.048	.131	2.020	.044	.427	2.341
	Uniform_Message-SL	.071	.038	.104	1.850	.065	.569	1.757
	Top-down_Communication-SL	.040	.035	.056	1.141	.255	.731	1.368
	Clear_Line_of_Authority-SL	.077	.050	.099	1.554	.121	.439	2.276
	Clear_Line_of_Communication-SL	.175	.035	.251	4.961	<.001	.697	1.434

a. Dependent Variable: \_MEAN-SL\_

Sources: Research data (2022)

Table 4.44 shows that all the B-coefficients are positive except one (Central decision). These mean that any change in the attributes of COS also changes the SL positively. The data also meant increase of central decision-making attribute in COS will reduce servant leadership behaviors. The element of Centralized Organization Structure that had the most significant positive impact upon Servant Leadership behaviors was Clear Line of Communication. The element of Centralized Organization Structure that was found to impact Servant Leadership behaviors negatively is Central Decisions.

**Research Question 3: What is the impact of servant leadership on employee job satisfaction?**

#### 4.8.1 Mean and Standard Deviation

Table 4.45: Mean and standard deviation (SLJS)

Table 4.45 Mean and standard deviation SL Vs JS

	Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error Std. Error	Std. Deviation Statistic	Skewness		Kurtosis	
Empathy_helps	384	3.0	5.0	4.078	.0306	.5995	-.030	.125	-.237	.248
Facilitating_personal_and_professional_development_helps	384	3.0	5.0	4.193	.0359	.7038	-.289	.125	-.961	.248
persuasion_helps	384	3.0	5.0	4.021	.0380	.7437	-.033	.125	-1.187	.248
Foresight_helps	384	3.0	5.0	4.182	.0361	.7066	-.275	.125	-.977	.248
taking_responsibility_helps	384	3.0	5.0	4.258	.0327	.6412	-.292	.125	-.689	.248
Fairness_helps	384	3.0	5.0	4.281	.0323	.6333	-.312	.125	-.673	.248
Selflessness_helps	384	3.0	5.0	4.172	.0366	.7166	-.266	.125	-1.027	.248
Awareness_helps	384	3.0	5.0	4.240	.0321	.6299	-.236	.125	-.632	.248
Humility_helps	384	3.0	5.0	4.284	.0326	.6383	-.330	.125	-.689	.248
_MEAN-SL_	384	3.0	4.8	4.141	.0222	.4349	-.630	.125	-.718	.248
Valid N (listwise)	384									

Sources: Research data (2022)

The mean ranges in Table 4.45 are from 4.021 to 4.281 which the respondents strongly agreed with the statements. This was interpreted as that the attributes of servant leadership (SL) affected in high manner job satisfaction.

#### 4.8.2 Correlation between Servant Leadership and employee job satisfaction

Table 4.46: Correlation (SLJS)

Table 4.46 Correlation analysis SL Vs JS

Correlations			
		_MEAN-SL_	_MEAN-JS_
_MEAN-SL_	Pearson Correlation	1	.745**
	Sig. (2-tailed)		<.001
	N	384	384
_MEAN-JS_	Pearson Correlation	.745**	1
	Sig. (2-tailed)	<.001	
	N	384	384

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

Sources: Research data (2022)

Results in Table 4.46 show, the relationship between Servant Leadership and employee job satisfaction. From the test, Correlation result was 0.745 which meant the relationship between SL and JS was strong, and any change that would be made in the SL would strongly change Job Satisfaction levels.

#### 4.8.3 Regression

The following equation was used

$$JS = \beta_0 + \beta_1 EM + \beta_2 FPPD + \beta_3 P + \beta_4 F + \beta_5 TR + \beta_6 FRS + \beta_7 S + \beta_8 A + \beta_9 H + e \dots \dots \dots \text{(Equation III)}$$

Where:

JS = Job Satisfaction

$\beta_0$  = Constant

EM = Empathy

FPPD = Facilitate Personal and Professional Development

P = Persuasion

F = Foresight

TR = Taking responsibility

FRS = Fairness

S = Selflessness

A = Awareness

H = Humility

Table 4.47 Model summary SL Vs JS

Table 4.47: Model summary (SLJS)

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.755 <sup>a</sup>	.570	.560	.2746	.570	55.120	9	374	<.001	2.165

a. Predictors: (Constant), Humility\_helps, persuasion\_helps, Awareness\_helps, Empathy\_helps, taking\_responsibility\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Fairness\_helps, Selflessness\_helps, Foresight\_helps

b. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic value in Table 4.47 is 2.165, which close to 2 and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is fit.



Table 4.48 ANOVA SL Vs JS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.398	9	4.155	55.120	<.001 <sup>b</sup>
	Residual	28.195	374	.075		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Humility\_helps, persuasion\_helps, Awareness\_helps, Empathy\_helps, taking\_responsibility\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Fairness\_helps, Selflessness\_helps, Foresight\_helps

Sources: Research data (2022)

The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (SL attributes) significantly predict JS  $F(9, 383) = 55.120, p < 0.05$ . Servant Leadership predicts Job Satisfaction level significantly,  $F(9, 374) = 55.120, p < 0.001, R^2 = 0.570$ . This resulted to the researcher to reject the null hypothesis that there is no significant impact of servant leadership behaviors on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of servant leadership behaviors on employee job satisfaction.

Table 4.49 Coefficients SL Vs JS

Table 4.49: Coefficients (SLJS)

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	1.187	.141		8.387	<.001	
	Empathy_helps	.074	.028	.108	2.695	.007	.719 1.391
	Facilitating_personal_and_professional_development_helps	.052	.024	.088	2.139	.033	.678 1.474
	persuasion_helps	.060	.028	.108	2.165	.031	.466 2.147
	Foresight_helps	.034	.026	.059	1.340	.181	.597 1.675
	taking_responsibility_helps	.144	.027	.223	5.379	<.001	.669 1.494
	Fairness_helps	.088	.028	.135	3.162	.002	.633 1.580
	Selflessness_helps	.078	.025	.136	3.137	.002	.614 1.630
	Awareness_helps	.059	.028	.090	2.135	.033	.654 1.529
	Humility_helps	.126	.027	.194	4.740	<.001	.687 1.455

a. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

Table 4.49 indicates the B-coefficients were all positive, therefore this meant any change in servant leadership will change job satisfaction positively. All nine elements of servant leadership that were tested: Empathy, Facilitating Personal and Professional Development, Persuasion, Foresight, Taking responsibility, Fairness, Selflessness, Awareness and Humility; were found to impact employee job satisfaction positively. However, the elements of Servant Leadership that most significantly positively impacted employee job satisfaction are Taking Responsibility and having humility.

**Research Question 4: Does servant leadership play a moderating role between centralized organizational structure and employee job satisfaction?**

Statistics Solutions (2022) detail below for Moderated Regression Analysis and the following equation was done to test for moderation effect in this research:

$$JS = \alpha + \beta_1 COS + \beta_2 SL + \beta_3 COS * SL + e$$

Below Table 4.50, 4.51 and 4.52 test the Impact of all variables of COSJS on JS, with all variables of SL.

Table 4.50: Model summary (Variables of COSJS on JS, with all variables of SL)

Table 4.50 Model summary (Variables of COSJS on JS, with all variables of SL)

Model Summary <sup>c</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.785 <sup>a</sup>	.617	.607	.2593	.617	66.821	9	374	<.001	
2	.866 <sup>b</sup>	.751	.738	.2117	.134	21.827	9	365	<.001	1.988

a. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS, Selflessness\_helps, Humility\_helps, Foresight\_helps, Empathy\_helps, taking\_responsibility\_helps, Fairness\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Awareness\_helps, persuasion\_helps

c. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic value in Table 4.50 is 1.988, which is which is close to 2 and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the thus the model is fit.

Table 4.51 ANOVA (Variables of COSJS on JS, with all variables of SL)

Table 4.51: Anova (Variables of COSJS on JS, with all variables of SL)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.442	9	4.494	66.821	<.001 <sup>b</sup>
	Residual	25.151	374	.067		
	Total	65.593	383			
2	Regression	49.242	18	2.736	61.069	<.001 <sup>c</sup>
	Residual	16.351	365	.045		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

c. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS, Selflessness\_helps, Humility\_helps, Foresight\_helps, Empathy\_helps, taking\_responsibility\_helps, Fairness\_helps, Facilitating\_personal\_and\_professional\_development\_helps, Awareness\_helps, persuasion\_helps

Sources: Research data (2022)

The F ratio in the ANOVA Table 4.51 revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (COS and SL attributes) significantly predicts Job satisfaction  $F(9, 374) = 66.821$ ;  $F(18, 365) = 61.069$ ,  $p < 0.05$ .

Table 4.52: (Variables of COS on JS, with all variables of SL)

Table 4.52 Coefficients (Variables of COSJS on JS, with all variables of SL)

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	1.083	.142		7.644	<.001		
	Top-Down_Decisions-JS	.035	.025	.063	1.386	.167	.497	2.011
	Faster_Decisions-JS	.183	.034	.251	5.349	<.001	.467	2.140
	Central_Decisions-JS	.054	.036	.068	1.517	.130	.509	1.965
	Central_Vision-JS	.034	.034	.044	.989	.323	.510	1.960
	Close_Control-JS	-.007	.039	-.007	-.170	.865	.544	1.837
	Uniform_Message-JS	.205	.026	.285	7.398	<.001	.688	1.453
	Top-down_Communication-JS	.060	.023	.102	2.589	.010	.666	1.501
	Clear_Line_of_Authority-JS	.070	.028	.104	2.460	.014	.570	1.755
	Clear_Line_of_Communication-JS	.135	.022	.237	6.127	<.001	.685	1.460
2	(Constant)	.479	.127		3.766	<.001		
	Top-Down_Decisions-JS	.078	.022	.139	3.564	<.001	.446	2.240
	Faster_Decisions-JS	.114	.029	.157	3.886	<.001	.419	2.389
	Central_Decisions-JS	.012	.030	.015	.384	.701	.476	2.100
	Central_Vision-JS	.029	.028	.038	1.028	.305	.498	2.008
	Close_Control-JS	-.080	.033	-.089	-2.435	.015	.508	1.968
	Uniform_Message-JS	.178	.025	.248	7.187	<.001	.574	1.742
	Top-down_Communication-JS	.040	.019	.068	2.090	.037	.646	1.548
	Clear_Line_of_Authority-JS	.031	.024	.047	1.306	.192	.537	1.861
	Clear_Line_of_Communication-JS	.078	.020	.138	3.881	<.001	.540	1.852
	Empathy_helps	.028	.022	.041	1.256	.210	.653	1.531
	Facilitating_personal_and_professional_development_helps	-.003	.020	-.005	-.139	.890	.597	1.675
	persuasion_helps	.036	.022	.065	1.611	.108	.422	2.371
	Foresight_helps	-.019	.021	-.032	-.901	.368	.553	1.809
	taking_responsibility_helps	.092	.021	.142	4.324	<.001	.630	1.586
	Fairness_helps	.032	.023	.049	1.391	.165	.562	1.780
	Selflessness_helps	.082	.020	.143	4.156	<.001	.579	1.728
	Awareness_helps	.058	.024	.088	2.456	.015	.528	1.892
	Humility_helps	.110	.021	.170	5.343	<.001	.673	1.486

a. Dependent Variable: \_MEAN\_JS\_

Sources: Research data (2022)

The Table 4.52 shows that majority of the coefficients are significant therefore this meant that implies that servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction

Below Tables 4.53, 4.54 and 4.55 shows test on Impact of all variables of COSJS on JS, with Mean SL

Table 4.53 Model summary (All variables of COSJS on JS, with Mean SL)

Table 4.53: Model summary (All variables of COSJS on JS, with Mean SL)

Model Summary <sup>c</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.785 <sup>a</sup>	.617	.607	.2593	.617	66.821	9	374	<.001	
2	.850 <sup>b</sup>	.722	.715	.2211	.106	141.637	1	373	<.001	2.014

a. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS, \_MEAN-SL\_

c. Dependent Variable: \_MEAN-JS\_

Sources: Research data (2022)

The Durbin-Watson statistic value in Table 4.53 is 2.014, which is approximately 2 and therefore there is no autocorrelation. This excludes the problem of autocorrelation of data and thus the model is fit.

Table 4.54 ANOVA (All variables of COSJS on JS, with Mean SL)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.442	9	4.494	66.821	<.001 <sup>b</sup>
	Residual	25.151	374	.067		
	Total	65.593	383			
2	Regression	47.364	10	4.736	96.917	<.001 <sup>c</sup>
	Residual	18.229	373	.049		
	Total	65.593	383			

a. Dependent Variable: \_MEAN-JS\_

b. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS

c. Predictors: (Constant), Clear\_Line\_of\_Communication-JS, Top-down\_Communication-JS, Uniform\_Message-JS, Clear\_Line\_of\_Authority-JS, Top-Down\_Decisions-JS, Close\_Control-JS, Central\_Vision-JS, Central\_Decisions-JS, Faster\_Decisions-JS, \_MEAN-SL\_

Sources: Research data (2022)



The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (COS attributes) significantly predicts job satisfaction  $F(9, 374) = 66.82$ ,  $F(10, 373) = 96.917$   $p < 0.05$ . Servant Leadership plays a significant moderating effect,  $F(18,365) = 61.069$ ,  $p < 0.001$ ,  $R^2$  Change from 0.617 to 0.751,  $R^2$  Change 0.134; an impact of over 13%.

This resulted to the researcher to reject the null hypothesis that there is no significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction; and accepted the alternative hypothesis which was that there is significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction.

Table 4.55 Coefficients (All variables of COSJS on JS, with Mean SL)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.083	.142		7.644	<.001		
	Top-Down_Decisions-JS	.035	.025	.063	1.388	.167	.497	2.011
	Faster_Decisions-JS	.183	.034	.251	5.349	<.001	.487	2.140
	Central_Decisions-JS	.054	.038	.088	1.517	.130	.509	1.965
	Central_Vision-JS	.034	.034	.044	.889	.373	.510	1.960
	Close_Control-JS	-.007	.039	-.007	-.170	.865	.544	1.837
	Uniform_Message-JS	.205	.028	.285	7.398	<.001	.688	1.453
	Top-down_Communication-JS	.060	.023	.102	2.589	.010	.666	1.501
	Clear_Line_of_Authority-JS	.070	.028	.104	2.460	.014	.570	1.755
	Clear_Line_of_Communication-JS	.135	.022	.237	6.127	<.001	.685	1.460
	MEAN_SL							
2	(Constant)	.568	.128		4.425	<.001		
	Top-Down_Decisions-JS	.068	.022	.122	3.129	.002	.488	2.044
	Faster_Decisions-JS	.110	.030	.161	3.675	<.001	.451	2.215
	Central_Decisions-JS	.005	.031	.006	.167	.868	.500	2.001
	Central_Vision-JS	.041	.029	.055	1.427	.154	.510	1.961
	Close_Control-JS	-.061	.034	-.067	-1.805	.072	.534	1.871
	Uniform_Message-JS	.167	.024	.232	6.987	<.001	.676	1.480
	Top-down_Communication-JS	.038	.020	.061	1.828	.068	.659	1.516
	Clear_Line_of_Authority-JS	.020	.024	.030	.813	.417	.553	1.808
	Clear_Line_of_Communication-JS	.055	.020	.097	2.774	.006	.608	1.646
	MEAN_SL	.433	.036	.455	11.991	<.001	.509	1.966

a. Dependent Variable: \_MEAN\_JS\_

Sources: Research data (2022)

The B-coefficient in Table 4.55 shows that majority of the coefficients are significant therefore this meant that implies that servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction.

## Evaluation of Findings

This section summarizes the meaning of the findings of the current study in line with the research objectives. However, the demography is explained briefly to describe the background of the participants which were integral to the nature of the results obtained. The meaning of the results on each specific objective is first explained. The researcher then describes whether the results were expected or not, with reasons. A connection of the results with theories underpinning the study is discussed next, with results from the present study compared to those of other related empirical studies.

### The demographics of the participants

As outlined in the previous section of data analysis the demographic characteristics examined were number of respondents per supermarket, age, gender, years worked, department, level of employment, working experience and the level of education.

The findings showed that eight supermarkets participated in the study. The respondents from supermarkets who returned their questionnaire were represented by all the selected supermarkets. The results mean that several supermarkets were researched into, and that the information analyzed was not biased to one supermarket (Eva, et al., 2018). The highest number of respondents were from supermarket a at 100, while the lowest number of respondents were from supermarket b which had 25 employees returning their questionnaires duly filled. The highest number of respondents represented 26% of the participants while the remaining 74% were drawn from the remaining 7 supermarkets. The lowest contribution of participants was by supermarket b at 6.5%.

The gender of the participants was somewhat balanced, with 44.8% being female and 55.2% male. Male participants were tallied at 212 while female respondents contributed a total of 172 employees completing the research questionnaire and returning it. This translated to 44.8% and 55.2% respectively of female and male participants, respectively. This means that both genders participated in the study and the views were represented from both genders.

Age of respondents was determined, and the results indicate all ages ranging from 18 years to 44 years were represented, although the researcher had provided for ages between 18 and 60. The oldest respondent was 44 and there were 4 employees of this age. The youngest participant was 18 years by age, and there were two such employees. The most common age of employees that filled and returned the questionnaires was 32 years at 8.3% of total participants, which was closely followed by 31 years at 8.1%. The least common age of employees that filled and returned the questionnaires was 18 years at 0.5% of total participants, which was closely followed by 44 years at 1.0%.

On experience of respondents in working in the supermarket, the results indicated that the participants had working experience ranging from less than six months to beyond five years. The most common category in work duration was 2 to 5 years with 111 employees emanating from this range. The least common category in work duration was 4 to 5 years with 7 employees emanating from this range, which was interesting because employees who worked for more than 5 years were found to be 82 employees. This means that the perception of employees had been taken care of, irrespective of the duration of stay at a particular supermarket.

Further, the participants thence had some knowledge to understand the structure of management and could be able to gauge their satisfaction level once some attributes concerning the topic were given to them.



The results also showed that the respondents were from different departments. The departments were: administration, cleaning, finance, general, procurement and sales. The result meant that all departments were represented therefore views were from diverse people from different departments. Also, in the same vein the results showed the participants were from all levels of staff that is mid-level, regular-level and top-level. The most common level of employment was the Regular level, while Top-level was least common in response terms. This represented 58.9% and 4.7% of the total response, respectively. This made sure that the research has information from every class of employees in the supermarkets (Mugenda and Mugenda 2003).

The level of education was important for the study as it explained whether the respondents were in a position to understand the topic under discussion. Most of the respondents at least had an undergraduate degree, which translated to 179 respondents out of the possible 384, representing a whopping 46.6% of the total respondents. Post-graduate qualified employees were at the minimum of the respondents with only 9 such employees, which translated to 2.3% of the total respondents. The results were that the least had certificate level and the highest had postgraduate education. The majority had undergraduate level of education. This meant the participants were sufficiently educated to be able to give appropriate answers concerning the questionnaire.

**Objective One:** To assess the impact of centralized organizational structure on employee job satisfaction

In this objective, three tests were conducted, these were; mean and standard deviation, correlation and regression analysis. The results of the means values were high (more than 3.8) meaning that respondents either agreed or strongly agreed with the aspects of centralized

organizational structure (COS) affecting employee job satisfaction (JS). The means the aspects of centralized organizational structure (Top-Down Decision Making, Faster Decision Making, Central Decision Making, Central Vision, Clear Communication, Uniform Message, Top-Down Communication, Clear Line of Authority and Clear Line of Communication) affected employee job satisfaction either in moderately high or in high manner.

For instance, the most effects on job satisfaction were from the aspects: faster decision making (mean 4.083) which affected JS in a high manner and clear line of authority (mean 4.083) again affected JS high manner. The lowest effects were from the aspect central decision making (mean 3.828) which affected JS in a moderately high manner. The correction coefficient was 0.751. This meant that there was a positive strong relationship between COS and JS and any change that would be made in the aspects of COS would strongly change JS. This resulted to the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on employee job satisfaction.

The results from the regression analysis were done to determine the effects of the independent variable on the dependent variable. Abulela and Harwell (2020) opined that regression is used to predict the impact on the dependent variable in the case of this study job satisfaction. The results showed all B-coefficient were positive except one (close control). These mean that any change in the attributes of COS also changes the JS positively. The elements of Centralized Organization Structure that had the most significant positive impact upon employee job satisfaction were Faster Decisions, Uniform message, and Clear Line of Communication. Conversely, the element of Centralized Organization Structure that was found to impact Employee Job Satisfaction negatively is Close Control.

This implies that a centralized setting makes quicker decisions to flow within the organization, and employees prefer this over slow decisions. The reasoning could be that employees feel that their work moves on smoothly without bottlenecks owing to delayed decision making from the top management in a centralized structure. Moreover, employees appreciate the consistency or uniformity in the message being conveyed across a centralized organization. This could be due to employees feeling satisfied knowing that their colleagues are not getting different messages and that the directives from the top management equally concern all employees. It could be argued that employees feel treated equal to all others when messages and directives or instructions are flowing uniformly or consistently across the organization, which is noticeable in a centralized organization setting.

From the finding that a clear line of communication is appreciated by the employees could imply that employees feel satisfied when they know where the instructions will come from. Rather than working in an ambiguous situation or when reporting to more than one manager/ supervisor, employees at supermarkets seem to value a pre-determined flow of communication. It could be expected that employees would appreciate a two-way flow of communication, but when communication is flowing in a clear channel, employees seem to be content.

The data also means increase of close control attribute in COS reduces JS. The Classical Theory which is a major theory of organizational structure advocates that an improved organization results from having tasks broken down, logically clustered and by having the communication and coordination within the firm simplified (Chin (2016), Gil et. al., (2018) and Csaszar (2009). Centralized organizational structure has simplicity of decision making, Faster Decision Making, clear line of authority and clear line of communication which according to this theory should affect job satisfaction. The position taken by Kitaeff (1994) is aligned on this. The

author noted the facets of the classical theory are control, division into functions or departments, as well as breaking down of work and having division of labor. The significance of these elements cannot be overemphasized for a proper management of organizations. It is noteworthy that similar traits are exhibited by centralized organizational structures, such as clarity in decision-making and significant control over decision making (Goswami & Goswami, 2010).

The findings are aligned to the Systems Theory that synchrony is critical for organizational success (Khorasani & Almasifard, 2017). Since Faster Decisions, Uniform message, and Clear Line of Communication have been found to foster employee job satisfaction, it follows that centralized structures to nurture the systems theory by enabling employees work somewhat synchronically. However, the element of Centralized Organization Structure that was found to impact Employee Job Satisfaction negatively is Close Control, which manifests that an employee does not feel part of the winning team, rather a means to an end.

The researcher acknowledges that while this aspect of the research question has not been widely researched, Situmorang et al. (2020) whose study focused on Automotives in Indonesia, agree that Centralization of Organization Structure does enhance the job satisfaction of employees. On the other hand, there are many authors who have instead focused their study on organizational culture (Yumte et al. (2017) and Abbas et al (2020) hence the element of centralization has mostly been sidelined in empirical research. Other authors have considered the importance of centralized decision-making (Permitasari et al., 2021), which is related to the current study, found from their qualitative interview-based study in Indonesia, that decision-making is central and reserved to the rector and dean at the university, and that centralized decisions are suitable for internationalization of education as they avoid costly errors. Conversely, other authors have considered the impact of

organizational design (Vashisth & Sharma, 2021, and Tawata et al., 2021) upon the job satisfaction of employees.

Also, classical theories have doctrines of thought that organizations are like machines. Hence, if you have a well-built and well-managed machine, then you will have a very productive machine on the same vein when you have a well-managed organization then you have an effective organization. These results were expected in the study as the aspects of centralized organizational structure seem to be of help to employees and hence help in job satisfaction by the employees. Also, Jiang, (2011) had stated that any structure regardless of how it is constituted, so long as it has some positive attributes to employees normally would raise the job satisfaction of employees.

The findings concurred with the results of Downey, (2005) and Eva, et al., (2018). However, the results were different from those of Gillon-Flory, (2009) who investigated perceived effect of organizational structure on volunteer motivation. The researcher attributed the difference because volunteers are less motivated when all decisions are made by the top management instead of participatory decision making which is not an attribute of COS. This explanation is also supported by Huggins, (2019) who argued that several groups of people are affected differently by how decisions are made referring to centralized decision making and participatory decision making. Therefore, opined with the results that COS impacts on JS since the respondents (employees) of the supermarkets interviewed were not volunteers.

Objective Two: To assess the impact of centralized organizational structure on servant leadership behaviors

As in the previous objective, three tests were conducted, these were; mean and standard deviation, correlation and regression analysis. The results from the Mean and Standard Deviation were mean range of 3.823 - 4.190 which mean the respondents agreed with the aspects of centralized organizational structure affected servant leadership behaviors. Concisely, the attributes of COS affected the SL either in a moderately high or high manner. Results in correlation depicted a correlation coefficient of 0.527 which meant that there is an average positive relationship between Centralization of Organizational Structure and Job Satisfaction. In this case if the values of COS were changed averagely, the values of SL would change in an average manner as well.

The aspects of COS had positive coefficients except one (Central decision). These mean that any change in the attributes of COS also changes the SL positively. The data also meant increase of central decision-making attribute in COS will reduce servant leadership behaviors, which is a situation explained by the established classical theories. The results also point to a situation that when all the other aspects of COS are increased, it may result in an increase in servant leadership behavior. This resulted to the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on servant leadership behaviors; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on servant leadership behaviors.

The element of Centralized Organization Structure that had the most significant positive impact upon Servant Leadership behaviors was Clear Line of Communication. Conversely, the element of Centralized Organization Structure that was found to impact Servant Leadership behaviors negatively is Central Decisions. Clear line of communication was therefore found to positively impact both the employee job satisfaction and the servant leadership qualities. Pertaining to servant leadership, this could mean that when the line of communication is clear,

leaders are able to exhibit servant leadership behaviors such as trust development and genuine care for the employees. Arguably, if a servant leader has an intention to develop their follower with altruism and genuine care, the leader would want to do this in a situation where the line of communication is clear or pre-determined.

The Human Relations Theory somewhat appears to contradict these results. It has an underpinning that people and their behavior should be considered when structuring an organization (Kushner 1994). Similarly, Huggins, (2019) notes that the Human Relations Theory holds that it is the behavior of the people and what affects their behavior, that should be considered when designing their roles and job descriptions. This is like the findings by Coetzer (2018) and Farida (2020), that Servant leadership is critical for enhancing employee motivation. Conversely, the Decision-Making Theory treats an organization as a system of people making decisions (Goswami & Goswami, 2010), where people at all ranks make decisions, and the organization is a hierarchy.

However, in the centralized organizational structure, decisions are mostly made at the top level. The downside of this theory is the unrealistic assumption that data available and ability to process this data determines the effectiveness of making decisions. This connotation in support of Tamvakologos, (2018) and Tanno, (2017) in their observation of decision-making theory as more acknowledge by the servant leadership. Thus, in a situation where decision making was done in the top-level management, the character of the setting was not bound or obliged to impact positively servant leadership.

It with the understanding of this theory the researcher did expect the results that COS would impact SL positively with most of its aspects except central decision making. Interestingly, the researcher had expected COS to impact servant leadership negatively. This was because servant leadership is perceived to be achieved in areas where the structure is not rigid in terms of decision

making. Centralized organization structure is somewhat rigid, and therefore, the researcher did not expect SL to be impacted positively by COS. Other authors who had similar position are: Vito, (2014), Sweetman, (2010), Stanley, (2004) and Spain, (2014).

The findings are aligned to the Contingency Theory that leadership style depends on circumstances (Donia et. al., 2016, Burns, 2007, and Kang'ethe et al., 2019). Arguably, leaders behave in a certain manner depending on the circumstances that they encounter, and the work and organization does inherently influence the level of servant leadership qualities and behavior that they may possess and exhibit. While some authors have findings concurrent to the present research Eva et. al., (2013), others have found that centralization of the structure of an organization in fact does not facilitate servant leadership (Kim, 2020). The later study, from a survey of the South Korean Army, via the hierarchical linear modeling analysis found that Servant Leadership was positively associated with formalized organizational structure and negatively associated with centralized organizational structure. It is noteworthy that the setting was an army and the practical operations in supermarkets may be quite different from army operations.

In a different study, Schmidt & Groeneveld (2021) find that dealing with crisis requires centralization of organization structure. This is an important note as the recent crisis such as COVID are inevitable (Ruiz-Palomino et al., 2022). In the mind of the researcher, the expectation was that COS would affect SL negatively owing to the manner in which centralized organizational structure the top level management appear not to show any concern, support to the followers. This position is also in agreement with Irving, (2005) who argued that COS is not able to impact on SL since the behaviors of the leaders do not involve any action by the followers apart from complying with the orders given.



The Participatory Leadership Theory similarly suggests that when people are involved in decision making, the subordinates feel more aware of the real situation (Schuler, 1973) and are therefore more likely to co-operate. This explains how the results were not expected as in COS decisions are made from the top management therefore derailing the aspect of servant leadership, therefore the expectation by the researcher a negative impact of COS on SL. The results of this current study are also in conflict with results of George et al., (2016) who concluded that the aspects of COS cannot impact the aspects of SL positively.

The aspects of SL include Empathy, Facilitate Personal and Professional Development, Persuasion, Foresight, Taking responsibility, Fairness, Selflessness, Awareness and Humility. This is because in COS these aspects are not considered important the top authority does almost everything in decision. The researcher acknowledges, however, that the leaders in this study may not necessarily mean the top-management of the company. Instead, and for Centralized Organizational Structures, leaders are at every level due to the hierarchical nature of such organizations. In this case, the researcher recognizes that the leadership behavior required to properly lead at every level, becomes more important.

Objective Three: To assess the impact of servant leadership on employee job satisfaction

The findings from the mean and standard deviation were high and ranged from 4.021 to 4.281. This meant that the respondents strongly agreed with the statements about servant leadership affecting employee job satisfaction. In summary the results indicated the attributes of

servant leadership (SL) affected in high manner job satisfaction. The results from the correlation analysis had a coefficient of 0.745. This meant that there was a strong positive relationship between servant leadership and Job Satisfaction. In summary the results showed that any change on SL will change JS. The regression results indicated the B-coefficients were all positive, therefore this meant any change in servant leadership will change job satisfaction positively.

This resulted to the researcher to reject the null hypothesis that there is no significant impact of servant leadership behaviors on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of servant leadership behaviors on employee job satisfaction. All nine elements of servant leadership that were tested: Empathy, Facilitating Personal and Professional Development, Persuasion, Foresight, Taking responsibility, Fairness, Selflessness, Awareness and Humility; were found to impact employee job satisfaction positively. However, the elements of Servant Leadership that most significantly positively impacted employee job satisfaction are Taking Responsibility and having humility.

The findings could mean that if a leader takes responsibility for the actions and decisions made, rather than blaming their followers in case of failure to meet a certain target, then the employees feel cared for. The employees in this case would be able to work more comfortably, knowing that they have a leader who will not shy away from taking responsibility for their actions and decisions. Moreover, the possession of the humility trait seems to foster the satisfaction of supermarket employees on their jobs. This could mean that a humble leader helps make the working environment for employees, in a centralized organization setting, more satisfying.

The findings are aligned to the Modern Management Theory that employees do obtain satisfaction through factors apart from monetary rewards alone (Wicker, 2016, and Khorasani & Almasifard, 2017). The study found that employees at supermarkets do value their leaders

behaving in a certain manner to help them get more satisfied on their jobs. The findings of the present study are also aligned to Maslow's Hierarchy of needs (Ghatak, 2020). Arguably, employees find it important to have self-esteem, which servant leaders foster by being humble and developing genuine trust and cordial relations with their followers. It is also important to note that since servant leaders aim to develop their followers professionally and personally, then such followers could arguably feel that they are able to attain their self-actualization, or their highest potential, more readily.

Related to this is the finding that the present study results could also be aligned to Herzberg's Two Factor Theory (Alshmemri et al., 2017). Among the satisfier factors pointed by Herzberg is personal growth, which servant leaders have empirically been found to foster in their followers. Servant leaders also reduce the dissatisfied effect of the negative qualities of a supervisor by being humble and developing their followers. Literature also agrees with the findings of the present study that servant leaders do encourage the job satisfaction of employees (Kauppila et al., 2022, Song et al., 2022, Bakri et al., 2021, and Harvey, 2018).

These results were expected since the elements of persuading followers, healing them, feeling empathetic toward them, listening to them and having Foresight as well as Stewardship and Commitment to their growth, are all an integral part of Servant Leadership (Andersen, 2018). These attributes are thought to impact positively employee job satisfaction. The theory advocates first to make sure that other people's highest priority needs are being served and if that is done employees become healthier, wiser, more innovative, and autonomous and hence increase in job satisfaction. According to Vito et al., (2014) servant leadership increases the performance of employee and in turn increases employees job satisfaction.

Additionally, Focht (2015) agree on specific traits of servant leadership. Like the findings by Daswati et al. (2021), the study revealed that servant leaders: listen to their followers, value them, trust them fully, exhibit support and care/ love to their followers, are very humble, and willing to always learn from their followers. On the other hand, George et al., (2016) established that servant leadership encourages transformational leadership and therefore, these characteristic behaviors that provide guidance and inspiration to followers. It that the researcher of this current study opined with results as inspiration to followers' positive affects job satisfaction of employees.

The results were like the results Gipson (2020) who conveyed that job satisfaction is dependent upon the work nature, it's context, and the external environment, as well as the remuneration and the leadership style. This brings forth the notion that servant leadership bring out all these elements and thus crucial component of job satisfaction. This connotation is true as supported by Watson, (2019) by explaining that servant leadership characteristics build up job satisfaction.

Objective Four: To examine whether servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction

In this objective the Moderated Regression Analysis equation  $JS = \alpha + \beta_1 COS + \beta_2 SL + \beta_3 COS * SL + e$  established that most of the coefficients of the aspects tested were significant therefore this meant that that servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction. This resulted to the researcher to reject the null hypothesis that there is no significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction; and

accepted the alternative hypothesis which was that there is significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction.

The results were expected by the researcher as the attributes of servant leadership seem to trigger employee prosperity. However, Donia et al., (2016) stated that this is achieved if the attributes of servant leadership are practiced sufficiently. If the attributes are not properly practiced in centralized organizational structure, then it expected that the servant leadership will affect job satisfaction negatively. The researcher could not substantively explain whether in the supermarkets participated in the studies which were famous known of practicing COS used the attributes of servant leadership sufficiently. However, Eva et. al., (2013) observed that servant leadership has a significant role to play in moderating leadership-related job satisfaction.

Servant leadership is a concept that has been coined almost five decades ago by Greenleaf (1970), who discovered that it is the duty of leaders to first serve their followers (Gil et al., 2018). Servant leadership has been credited as a phenomenon which is more than just a management technique. Rather, it is a whole lifestyle which pegs on the idea that a leader wants to serve, and serve first (Parris & Peachey, 2013).

Since Greenleaf's initial essay "The Servant as Leader" (1970), scholars through research have explained keenly the tenets of servant leadership. According to Domingues, et al. (2017), many companies still look forward to the Greenleaf's center for guidelines, which display the emphasis of servant leadership. Traditionally, organizations practiced the command-and-control approach. However, this has been found by scholars such as Tanno, (2017) to be counterproductive in the management of organizations.

More recently, organizations have moved away from the traditional method of command and control as new methods are emerging; and servant leadership is becoming the most sought after. Emerging methods have been advanced by research which have advocated the new methods. Research has shown that servant leadership has shown performance of organization and employee job satisfaction. For instance, the research by Waldersee et al., (2003) which demonstrated practical constructs to operationalize employee job satisfaction found several factors to be helping in satisfying employees.

The authors used five factors in their Servant Leadership Questionnaire: altruistic healing, emotional healing, wisdom, persuasive mapping, and organizational stewardship. These results from the study on servant leadership by Waldersee et al., (2003) were similar as the aspects used in this study to assess the relationship of centralized organizational structure and job satisfaction. Therefore, results of this current study are supported by the theory of servant leadership. Servant leaders create serving associations with their employees, which is unlike other leadership styles that focus on changing employees towards the objectives of the organizations.

The characteristics used in this study were: Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, and Stewardship which are supported by other authors such as Waldersee et al., (2003), Waters, (2013) and Su, (2020). Specifically, this factor includes the leaders who can use the way of thinking procedure and conceptual frameworks in manipulating other people. Considered high in the ability to earn buy-in for organizational visionary target, these leaders can converse the motives that others should support the organizational objective.

Servant leadership is a leadership model that gives priority to services to be given to other people; it has effects on both sides: horizontal and vertical. The level of job satisfaction is strongly affected by the leadership style incorporated in the centralized organizational structure (Watson,

2019). In this belief of Greenleaf (2019) that servant leadership encourages serving other people proved these results to be true as once servant leadership is used then Greenleaf (2019) argued increase of the level of employee satisfaction.

The results of this current study concurred with results of Washington et al., (2014) and Tanno, (2017). These authors found that servant leadership had a moderating role between organizational structures and job satisfaction. Conversely, the results were different from the results of Su et al., (2020) argued it is not always when servant leadership moderates between organization structure and employee job satisfaction, the authors explained that the structure of the organization does not matter much; what matters is the level of practices of the servant leadership attributes. Gillon-Flory, (2009) stated that in support of that position that the more the practice of attributes of servant leadership the more the impact of the moderating effect of servant leadership. Therefore, there was hardly any reason to doubt the results of the present study.

### Summary

The researcher has treated the aspect of Trustworthiness as an integral part of the present study acknowledging it's benefits in relation to credibility and research rigor. It has widely been concurred that for an investigation to yield authentic results, trustworthiness is a pre-requisite feature, through the inclusion of confidence in the data collected, inferences made by the researcher, and the specific analysis methods utilized to ensure the quality and rigor of a given research (Sekaran and Bougie, 2013). The researcher ensured the trustworthiness of the present study through data triangulation, investigator action, and data sources.

Data triangulation in research means the idea of using multiple datasets, methods, theories and/ or investigators' actions to tackle a specific research question (Reinking & Alvermann, 2004).

Multiple theories were used to interpret the phenomenon under investigation. Since the study featured management, organizational structure and leadership, the following theories were used to triangulate data: Management theories including the Quantitative Theory of Management, Systems Theory, and Contingency Theory. The theories of Organizational Structure used include: the Classical Theory, Human Relations Theory, Decision-Making Theory, Weick's Model of Organizational Structure, and the Systems Approach theory. Also, leadership theories used include: the Trait Leadership Theory, Participatory Leadership Theory, Transformational Leadership Theory, Transactional Leadership Theory, Behavioral/ Style Approach to leadership, Situational Leadership, Contingency Theory of Leadership and Servant Leadership Theory.

The investigator action form of triangulation was also used in the present study. This was achieved by making sure that the 400 questionnaires were given to different people, hence the responses were gotten from different participants (Mugenda and Mugenda, 2003). Similarly, for data source triangulation, the researcher observed the methods advocated by Rourke & Anderson (2004). In this regard, the study obtained data from different people. Also, in this respect the data was collected in different times of the day and different days of the week. It is also worthy to note that different participants from different supermarkets were involved as sources of data.

To achieve dependability in the study, the researcher tracked the precise methods used in data collection, analysis, and interpretation. Moreover, since the present research is quantitative in nature, the researcher considered Reliability to ensure the consistency. As Sürücü & Maslakci (2020) noted, Reliability ensures that the questionnaire materially yields the same result when used under the same circumstances on different occasions. The researcher rigorously evaluated the questionnaire to ensure that it is internally consistent. Additionally, the researcher reflected on and made sure that their own biases did not impact the study. To ensure referential adequacy, the filled



questionnaires were stored safely to make sure that any future reference can be made. Furthermore, the researcher made sure that important questions about the research were correctly answered and explained.

Conformability refers to the situation where data is not influenced by assumptions, bias or what the researcher wants (Saunders et al., 2009), as data should ‘speak for itself’. The researcher made sure that the questionnaires were filled by the selected participants from the supermarkets in Kenya and the responses indicated in the questionnaire by the respondents were not changed or altered in any way. The researcher also ensured all steps involved in the data analysis were documented. Since the present research is quantitative in nature, the researcher considers Objectivity to ensure the Neutrality of the study. The researcher rigorously ensured that bias was minimized by distancing himself from the raw data of the study. Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü & Maslakci, 2020).

Transferability is the extent to which the study’s results are applicable within other contexts, circumstances, and settings (Hammersley, 2003). To ensure transferability, the researcher gave adequate explanation of the research area, and the broad explanation was documented for the area of the study. The participants of the study were well explained, and their demographics investigated. The methods used such as population, sample size, sampling technique in the study were well explained to make sure that all this is transparently understood (Adam, 2020). The questionnaires were clearly examined to make sure that the questions in the questionnaire were consistent and well aligned to the research questions. This was done by aid of giving the questionnaire to experts on the field under the study to examine the relevance of the

questions in the questionnaire. This enabled the study to get the correct answers to each research question.

Through validity testing, the researcher considered it critical to establish whether the study indeed measures what it intends to measure (Saunders et al., 2007). The researcher believes that the study is generalizable based on the sampling technique adopted. The researcher also ensured that the rate of participation was sufficient, that is, 384 out of 400 questionnaires were returned filled. Face Validity (piloting the questionnaire), Content Validity (do all nine questions adequately represent the group variable such as CoS, SL and JS), Construct Validity (Do we measure CoS, SL and JS, or other nearing phenomena), Internal Validity (The extent to which the Predictor Variable accurately yields the effect that is observed. Experts were presented the questions contained within the questionnaire to verify the validity of the questions in line with the objectives of the study (Sürücü & Maslakci, 2020). Subsequently, the Content Validity Index (CVI), was calculated to check the validity of the questionnaire. This compared the number of relevant items to the total number of questions in the questionnaire (Lash et al., 2014). The values were indeed above the threshold of 0.796 as explained by Amin (2005), and that ensured validity of the questionnaires.

This is the level to which a given research instrument yields data in the same manner at different points in time with all constants. It is the consistency in measurement (Amin, 2005) that indicates its accuracy. The pre-test procedure was carried out to ascertain reliability by adopting the test-retest method. The researcher therefore ensured the reliability by focusing on the consistency of results over time. A sample of ten respondents were involved in the pre-test of the questionnaire and given the questionnaires in different but distant time points, at a time-interval of two weeks. The correlation between these two sets of data was established; noting that high

correlation coefficient translates to high reliability (Creswell, 2009). Each objective's constructs/items were tested and results are shown below and the Cronbach alpha value was interpreted as advocated by Sürücü & Maslakci, (2020).

The constructs of the questionnaire all revealed reliability: Impact of Centralized Organizational Structure on Employee Job Satisfaction had a Cronbach alpha of 0.841, the Impact of Centralized Organizational Structure on Servant Leadership Behaviors had 0.862, the Impact of Servant Leadership on Employee Job Satisfaction had 0.834, and the factors influencing Job Satisfaction had a Cronbach alpha value of 0.897.

The researcher performed the Linearity and Normality tests on to decide on whether to pursue parametric or non-parametric tests of statistical analysis (Mishra et al., 2019). It has widely been agreed that the normally distributed data subjects itself more reliably to descriptive statistics such as Mean and Standard Deviation. The researcher clearly visualized normality by using histogram, box plot and Q–Q Plot to determine whether the data is approximately normally distributed. Additionally, the researcher determines approximate normality by considering the Skewness and Kurtosis values (Wuesch, 2005) in relation to their Standard Errors. The investigator acknowledges that data from Likert-Scale Questionnaires may not be 100% normally distributed in a Bell-Shape, as the data may be inclined towards one end of the continuum. The Independent and Dependent variables were thence tested for Linearity using a Scatter plot, with a Line of Fit run through to test the R squared value. This assumption was met, and there is a Linear Relationship between the variables of the study.

The researcher thence opted for parametric tests including Correlation and Regression analysis. The Pearson's correlation coefficient shows the strength and direction of a relationship (Dancey and Reidy, 2004). To perform a reliable Regression Analysis on the data collected, the

researcher acknowledged the importance to test the data further with diagnostic tests: Normal distribution of Residuals, Homoscedasticity, Multicollinearity test, Independence of observations, and whether there is any significant influence on the model or significant outliers (Abulela and Harwell, 2020).

For Regression Analysis to be performed, the requirement is not simply the normality of the Dependent Variable data. Instead, the pre-requisite is that the Residuals are normally distributed. While only the uttermost variations from normality of the distribution of the residuals has a significant effect on the results analyzed, the residuals were checked for using P-P Plots as shown below. Plotting the Predicted Dependent Variable values against the Residuals reveals that the Residuals are indeed Normally Distributed. Being of such vital importance, the present study prioritized homogeneity of variance or homoscedasticity so that the results are more credible and reliable, adding to research rigor insofar as Multiple Linear Regression is concerned.

The researcher has confirmed that the residuals are constant for the variables under the study. This has been confirmed with a visual plot of the Standardized values of residuals against the predicted values of the dependent variable. This has shown no significant signs of funnel or related shares, implying that the assumption of homoscedasticity has been met (Knaub, 2007). The researcher adopted Variance Inflation Factors and Tolerance factors as indicators to identify the level of multi-collinearity. For tolerance values, the continuum ranges from 0.1 to 10, and high Variance Inflation Factors are indicative of problems owing to high levels of multi-collinearity (Field, 2009). Shrestha (2021), notes that, Multicollinearity distorts the result of data analysis by making significant variables insignificant. Therefore, Multicollinearity must be detected in the data collected for suitability of analysis.

The researcher has confirmed that there is an acceptable level of Multi-Collinearity within the Independent Variables. The researcher confirmed that the values of the residuals are independent from each other. This has been confirmed using the Durbin-Watson statistic, which is close to the value of 2. This implies no significant deviation from independence of the error term, which is a critically important consideration for Multiple Linear Regression. The researcher has confirmed that there is no evidence of influential items or significant outliers causing a bias to the model developed. This has been confirmed by considering the Cook's Distance values, which are all under One. This indicates that any individual cases which may exist, have not unduly impacted upon the model. Also, the researcher used the Mahalanobis Distance to confirm this.

The researcher adopted a rating scale that was used to gauge the responses, noting that an effective rating scale is vital to rigorous research (Jiuliang & Wang, 2021). The demographic characteristics examined were Number of respondents per supermarket, age, gender, years worked, respondents department, level of employment, Experience of respondents in working in a particular and level of education. The research derived responses from the 8 supermarkets sampled and the gender was somewhat balanced at 44.8% and 55.2% respectively for female and male respondents. The descriptive also revealed that the age ranged from 18 to 44 years with most participants being 28 years by age.

The study further found that the respondents had worked for some years distributed from 1 year to more than 5 years with majority having worked between 2 to 5 years at the time of the present study. This means that the perception of employees had been taken care of, irrespective of the duration of stay at a particular supermarket. Further, the participants thence had some knowledge to understand the structure of management and could be able to gauge their satisfaction level once some attributes concerning the topic were given to them.

The respondents notably came from various departments with a majority emanating from the general department category, and while many of the respondents were regular level employees, there was representation from both top-level and mid-level employment cadre. Further, a majority of the respondents at least had an Undergraduate degree, but there were representations from the other levels of education including Diploma, Certificate, High School and Postgraduate. This made sure that the research has information from every class of employees in the supermarkets (Mugenda and Mugenda 2003). Noting that Kenya has a good level of literacy, it was comforting to find that most of the respondents had an undergraduate degree, as this makes their responses more informed, adding rigor to the research findings and conclusions.

Correlation revealed that the relationship between Centralization of Organizational Structure and Job Satisfaction was 0.751 which meant a strong relation. The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data as the table shows that the predictor variables significantly predict job Satisfaction  $F(9, 374) = 66.821, p < 0.05$ . Centralization of an Organization Structure predicts the Job Satisfaction level significantly,  $F(9, 374) = 66.821, p < 0.001, R^2 = 0.617$ . Hence, the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on Job satisfaction. B-coefficient are positive except one (close control).

These mean that any change in the attributes of COS also changes the JS positively. The data also means increase of close control attribute in COS reduces JS. These results were expected in the study as the aspects of centralized organizational structure seem to be of help to employees and hence help in job satisfaction by the employees. Also, Jiang, (2011) had stated that any

structure regardless of how it is constituted, so long as it has some positive attributes to employees normally would raise the job satisfaction of employees.

The findings are aligned to the Systems Theory that synchrony is critical for organizational success (Khorasani & Almasifard, 2017). Since Faster Decisions, Uniform message, and Clear Line of Communication have been found to foster employee job satisfaction, it follows that centralized structures to nurture the systems theory by enabling employees work somewhat synchronically. However, the element of Centralized Organization Structure that was found to impact Employee Job Satisfaction negatively is Close Control, which manifests that an employee does not feel part of the winning team, rather a means to an end.

The researcher acknowledges that while this aspect of the research question has not been widely researched, Situmorang et al. (2020) whose study focused on Automotives in Indonesia, agree that Centralization of Organization Structure does enhance the job satisfaction of employees. On the other hand, there are many authors who have instead focused their study on organizational culture (Yumte et al. (2017) and Abbas et al (2020) hence the element of centralization has mostly been sidelined in empirical research. Other authors have considered the importance of centralized decision-making (Permitasari et al., 2021), which is related to the current study, found from their qualitative interview-based study in Indonesia, that decision-making is central and reserved to the rector and dean at the university, and that centralized decisions are suitable for internationalization of education as they avoid costly errors. Conversely, other authors have considered the impact of organizational design (Vashisth & Sharma, 2021, and Tawata et al., 2021) upon the job satisfaction of employees.

Correlation revealed that the relationship between Centralization of Organizational Structure and Servant leadership was 0.527 which meant a somewhat strong relation. The F ratio

in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variable (COS attributes) significantly predicts Servant Leadership  $F(9, 374) = 20.642, p < 0.05$ . This resulted to the researcher to reject the null hypothesis that there is no significant impact of centralized organizational structure on servant leadership behaviors; and accepted the alternative hypothesis which was that there is significant impact of centralized organizational structure on servant leadership behaviors. B-coefficients are positive except one (Central decision). These mean that any change in the attributes of COS also changes the SL positively.

Arguably, leaders behave in a certain manner depending on the circumstances that they encounter, and the work and organization does inherently influence the level of servant leadership qualities and behavior that they may possess and exhibit. While some authors have findings concurrent to the present research Eva et. al., (2013), others have found that centralization of the structure of an organization in fact does not facilitate servant leadership (Kim, 2020). The later study, from a survey of the South Korean Army, via the hierarchical linear modeling analysis found that Servant Leadership was positively associated with formalized organizational structure and negatively associated with centralized organizational structure. It is noteworthy that the setting was an army and the practical operations in supermarkets may be quite different from army operations.

The data also meant increase of central decision-making attribute in COS will reduce servant leadership behaviors. This explanation is also supported by Huggins, (2019) who argued that several groups of people are affected differently by how decisions are made referring to centralized decision making and participatory decision making. The researcher acknowledges, however, that the leaders in this study may not necessarily mean the top-management of the



company. Instead, and for Centralized Organizational Structures, leaders are at every level due to the hierarchical nature of such organizations. In this case, the researcher recognizes that the leadership behavior required to properly lead at every level, becomes more important.

The study found that employees at supermarkets do value their leaders behaving in a certain manner to help them get more satisfied on their jobs. The findings of the present study are also aligned to Maslow's Hierarchy of needs (Ghatak, 2020). Arguably, employees find it important to have self-esteem, which servant leaders foster by being humble and developing genuine trust and cordial relations with their followers. It is also important to note that since servant leaders aim to develop their followers professionally and personally, then such followers could arguably feel that they are able to attain their self-actualization, or their highest potential, more readily.

Related to this is the finding that the present study results could also be aligned to Herzberg's Two Factor Theory (Alshmemri et al., 2017). Among the satisfier factors pointed by Herzberg is personal growth, which servant leaders have empirically been found to foster in their followers. Servant leaders also reduce the dissatisfied effect of the negative qualities of a supervisor by being humble and developing their followers. Literature also agrees with the findings of the present study that servant leaders do encourage the job satisfaction of employees (Kauppila et al., 2022, Song et al., 2022, Bakri et al., 2021, and Harvey, 2018).

Correlation revealed that the relationship between servant leadership behavior and employee job satisfaction was 0.745 which meant a strong relation. The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (SL attributes) significantly predicts JS  $F(9, 383) = 55.120, p < 0.05$ . Servant Leadership predicts Job Satisfaction level significantly,  $F(9,374) = 55.120, p < 0.001, R^2 = 0.570$ . This resulted to the researcher to reject the null hypothesis that there is no significant

impact of servant leadership behaviors on employee job satisfaction; and accepted the alternative hypothesis which was that there is significant impact of servant leadership behaviors on employee job satisfaction. Findings were similar to those of Watson (2019) who found that the level of job satisfaction is strongly affected by the leadership style incorporated in the centralized organizational structure.

Statistics Solutions (2022) detail below for Moderated Regression Analysis and the following equation was done to test for moderation effect in this research:  $JS = \alpha + \beta_1 COS + \beta_2 SL + \beta_3 COS * SL + e$ . The F ratio in the ANOVA table revealed that the overall regression model is a good fit for the data, because the table shows that the predictor variables (COS attributes) significantly predicts job satisfaction  $F(9, 374) = 66.82$ ,  $F(10, 373) = 96.917$   $p < 0.05$ . Servant Leadership plays a significant moderating effect,  $F(18, 365) = 61.069$ ,  $p < 0.001$ ,  $R^2$  Change from 0.617 to 0.751,  $R^2$  Change 0.134; an impact of over 13%.

This resulted to the researcher to reject the null hypothesis that there is no significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction; and accepted the alternative hypothesis which was that there is significant moderating effect of servant leadership behaviors on the relationship between Centralized Organizational Structure and employee job satisfaction. The B-coefficients are significant therefore this meant that implies that servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction.

The results of this current study concurred with results of Washington et al., (2014) and Tanno, (2017). These authors found that servant leadership had a moderating role between organizational structures and job satisfaction. Conversely, the results were different from the results of Su et al., (2020) argued it is not always when servant leadership moderates between

organization structure and employee job satisfaction, the authors explained that the structure of the organization does not matter much; what matters is the level of practices of the servant leadership attributes. The findings of the present study affirm the postulation that it is the duty of leaders to first serve their followers (Gil et al., 2018), and that Servant leadership has been credited as a phenomenon which is more than just a management technique - rather, it is a whole lifestyle which pegs on the idea that a leader wants to serve, and serve first (Parris & Peachey, 2013).

## CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

The problem is that supermarkets in Kenya have recently been facing a significant decline in their performance and presence (Mbatia & Wanjiku, 2020, and Sande, 2022), while being major contributors to economic growth. Arguably, this is an industry-level problem rather than an individual problem. In fact, because some renown supermarkets in Kenya have recently closed (Wanjohi et. al, 2019), it is imperative to determine the extent at which these organizations influence employee performance through satisfaction (Ogbo, 2015, and Madanchian et. al, 2016) and the impact of their how they are structure on employee job satisfaction levels and Pugh et. al., 2018). Moreover, while organizational structure generally affects performance (Schnetler et. al., 2015), it is vital to establish how centralized structures of supermarkets influence the leadership style adopted (Kang'ethe et al., 2019).

The main intention of this quantitative study is to assess the relationship between centralized organizational structure and employee job satisfaction. Also, the investigation will also determine the moderating effect of servant leadership. The supermarket industry in Kenya according to Wanjohi et. al, (2019) use centralized organizational structure and there has been performance challenges forcing some supermarket chains to close shop due to under performance. While there have been new supermarket entrants in recent years; this creates confusion on the understanding of real effects of centralized arrangement on job fulfillment. Pekmezci, Ates and Turgut (2017) observes that centralized organizational promotes servant leadership which focuses primarily on the growth and well-being of people. When the wellbeing of employees is catered, satisfaction of the employees with the job is enhanced which has multiplier effect to performance of the employees and in turn the whole organization (Madanchian et. al, 2016).

The present study has adopted the quantitative research approach (Schoonenboom and Burke 2017) as the resulting data is non-numerical (Shields & Twycross, 2008). The author acknowledges that quantitative research consists of four main approaches: descriptive, correlational, causal comparative/ quasi-experimental, and experimental research (Zaidah, 2007). Among these designs, the researcher chose the descriptive type of quantitative research, to help determine the response to the research questions of the present study. The researcher believes that descriptive research fits the Research Questions and Hypotheses most suitably and readily collects statistically analyzable data.

This study received approval from UREC prior to proceeding with data collection. Data was collected by use of closed-ended questionnaires which were administered by hand delivery. Since the researcher was not able to locate an already developed questionnaire in the literature that contained all the elements addressing the research aims, the author developed a questionnaire to use in the present research, as reproduced in the Appendix.

To develop the sequential questions in the research instrument, the researcher considered the literature review, objectives, research questions, hypotheses, and the variables of the study such that the statements were questioning what was relevant to what was being demanded by the study objective (Saunders et al, 2007). The Questionnaire was checked for Validity by drawing response from a few HR representatives from the selected supermarkets, and this ensured the questionnaire is based on the RQs and Objectives of the study (Suanders et al, 2007, Heale and Twycross, 2015, Yusouff, 2019, and Shoman et al., 2021) where the threshold of 0.796 of CVI was met (Zamanzadeh, 2015). Validity testing is used to establish the extent to which a given research indeed measures the aim of the research and whether the results of the study are credible (Shoman et al., 2021).

Once the questionnaire was approved and distributed through the Human resource departments of the various supermarkets, who were kind enough to approve for the research to be undertaken at the chosen supermarkets, the researcher opted for a two-week duration to allow for the filling of the questionnaire. After a period of two weeks, the researcher arranged for an appointment with the Human resource departments of the various supermarkets to collect the filled questionnaires together with the filled Informed Consent Forms. The total number of filled questionnaires at this stage was tallied to 384 out of the 400 questionnaires issued.

The Reliability of the Questionnaire was tested by piloting the questionnaire from the first 20 respondents, then Test-Retest done, which showed Chronbach Alpha's coefficient of 0.857 hence confirming the reliability (Schougaard, et al. (2018). This assured the researcher that the questionnaire will provide consistent results over time (Taherdoost, 2016). The researcher uses the test-retest method to ensure reliability of the questionnaires (Matheson, 2019). The Reliability Index of 0.8 (Matheson, 2019) and 0.857 (Wario and Khalfan, 2015) reflect a high reliability Index. The questionnaire was developed on a Likert scale of 1-5 whereby: 1= Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree; for each statement of the four objectives. This Likert scale with a range of 1 to 5 was similarly used by Davies and Davies (2004) and Goldman and Richards (2016).

Pearson's correlation was used to determine the relationships of centralized organizational structure and employee job satisfaction. Additionally, multiple regression model was used to study the impact of the independent variables on the dependent variable and thus get answers to the research questions. The researcher has worked on this assumption heading into regression analysis. In fact, all the recommended tests were done including: Multicollinearity Test, Normality of Errors, Independence of Observations, Linearity of Errors, Existence of Significant Outliers,

before proceeding with Multiple Linear Regression. All the analysis was done using the SPSS software, which is very similar to the Statistical Package for Social Science. The data was presented in tables and graphs, and the findings were written objectively and in a succinct and precise format as advocated by Creswell (2013).

Random sampling was carefully done to ensure that the sample is representative of the whole population (Schreuder et. al., 2001 and Tansey, 2007). The researcher used stratified random sampling rather than simple random sampling to select the sample, since the target was supermarkets specifically in Nairobi, Kenya. Another reason was to ensure the inclusion of the supermarket that is almost closing shop in Kenya. Stratification according to Kothari, (2004) means dividing a population into groups with each group having specific characteristics. In this study, the employees from all the three groups: Top manager, Middle level managers or supervisors and regular-level, have been derived. The participants were obtained from the selected eight supermarkets in Kenya, all from Nairobi city as a representative of the whole country.

The purpose of the study has been explained to the supermarkets where participants have been drawn to avoid confusion. This was done by providing a form to the respondents to read and sign if they accepted to be part of the study which explains of the purposes of the research. The researcher has ensured that anonymity and confidentiality principles have been upheld throughout the study. The researcher keenly observed ethical procedures including confidentiality, permissions from the university and the participating supermarkets, plagiarism, anonymity, harm limitation principle and informed consent principles. The foreseeable risks were laid bare for the participants to understand. Also, the advantages of participating in the study were explained. Confidentiality was maintained during data collection. The researcher made sure that; study codes

were used while writing the report instead of real names of the participants as well as the names of the supermarkets.

Additionally, the researcher reflected on and made sure that their own biases did not impact the study; through peer review where the researcher asked another researcher to review responses and findings. To ensure referential adequacy, the filled questionnaires were stored safely to make sure that any future reference can be made. Conformability refers to the situation where data is not influenced by assumptions, bias or what the researcher wants (Saunders et al., 2009), as data should 'speak for itself'. The researcher made sure that the questionnaires were filled by the selected participants from the supermarkets in Kenya and the responses indicated in the questionnaire by the respondents were not changed or altered in any way.

The researcher also ensured all steps involved in the data analysis were documented. Since the present research is quantitative in nature, the researcher considers Objectivity to ensure the Neutrality of the study. The researcher rigorously ensured that bias was minimized by distancing himself from the raw data of the study. Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü & Maslakci, 2020). The researcher has confirmed that there is no evidence of influential items or significant outliers causing a bias to the model developed.

The research implications explained subsequently aims to inform the users of this research on how the results may be important to policy, practice, theory, and any succeeding research. In this regard, the results of the study are sought on how they connote on the management of supermarkets in Kenya. The implication of the findings is then discussed in accordance with the research objectives.



## Implications

### Impact of centralized organizational structure on employee job satisfaction

Since centralized organizational structure impacts on job satisfaction, the researcher rejected the null hypothesis and accepted the alternative hypothesis which was there is significant impact of centralized organizational structure on employee job satisfaction. The findings from the mean and standard deviation found that the aspects of COS affected JS in a high manner. The findings from the correlation analysis revealed positive strong relationship between COS and JS with a correlation coefficient of (0.751) indicating a strong positive relationship between these variables. The  $R^2$  is 0.617 implying that changes made in the aspects of COS would strongly change JS level. The regression analysis showed that any change in the attributes of COS also changed the JS positively. One aspect COS that is close control was different as increase in close control reduced JS. This implies that supermarkets in Kenya should somewhat be encouraged to use centralized organizational structure to increase employee job satisfaction.

In this case as defined earlier job satisfaction has a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Huggins, 2019), therefore the findings may guide the management of supermarkets in Kenya on how to operationalize the aspects of centralized organizational structure (COS). The investigated aspects of COS were: Top-Down Decision Making, Faster Decision Making, Central Decision Making, Central Vision, Close control, Uniform Message, Top-Down Communication, Clear Line of Authority and Clear Line of Communication. Interestingly, the aspect of Close Control is the only one with a negative impact on job satisfaction as revealed in the present study. This implies that supermarkets should be

organized in a manner to provide empowerment to the employees rather than exercising control too closely over them, despite the supermarket being ‘centralized’ in its setting.

On these aspects, the results found by the study make it integral that supermarkets must adopt top-down approach of management which accommodates all these aspects. In Top-down approach management only top leadership is concerned with decision-making with little to no input or feedback from the employees. Then the decisions are communicated downwards. Organizations that adopt a top-down management approach also must choose wisely the leadership model that goes administrates well top-down approach, and the supermarkets in this regard must choose a leadership model that operationalizes top-down approach well. Tanno (2017) observed that for a clear top-down approach management organizations are advised to essentially choose an autocratic leadership model. This may not be true, however, as the element of Close Control of COS does not favor employee job satisfaction.

Therefore, on the aspect of Close Control, which was seen to reduce JS, caution must be practiced in the supermarkets to make sure the close control by the management is put at optimum level that does not much affect JS. This means that the management of supermarkets although centralized structure from the results has indicated positive impact, the close control aspect has shown negative impact, therefore as operationalization of top-down approach measures must be taken to bring down close control to avoid the negative impact to JS.

The Results were expected as COS aspects are believed to increase touch to employees and remove bureaucracy thus the followers (employees) get straight what the leader wants and endorses thus making employees happy not getting into conflicts with other workers including immoderate supervisors or managers. Kest, (2006) had opined that COS encourages job satisfaction by the fact that all employees listen to one person the leaders.

The present study used the quantitative research approach considering its suitability to the sample size among other factors. On the flip side, the researcher does acknowledge that there are limitations associated with the methodology chosen for the present study. For instance, it could be argued that qualitative research could add more variety to the responses of the participants, and that the quantitative structured questionnaires only resulted in have a range of choices for the respondents to select from. While considering the disadvantages of relying solely on qualitative research, including the inability to draw large samples, the researcher does point that a mixed methodology might have garnered more varied responses. Another possible argument is that a longitudinal approach to the research, unlike the cross sectional one undertaken, would yield an insight into the evolving perception of the supermarket employees toward the servant leadership and centralized supermarket structure. The researcher noted the downside to this as being time-consuming and less suitable for the present study.

#### Impact of centralized organizational structure on servant leadership behaviors

This was the second objective. The results led to the rejection of the null hypothesis and acceptance of the alternative hypothesis which was there is significant impact of centralized of organizational structure on servant leadership behaviors. The results from the Mean and Standard Deviation were mean range of 3.823 - 4.190 which mean the respondents agreed with the aspects of centralized organizational structure affected servant leadership behaviors. In short, the attributes of COS affected the SL either moderately high or in high manner. The correlation coefficient was 0.527 which meant that there was average positive relationship between Centralization of Organizational Structure and servant leadership (SL).

Therefore, observing that if the values of COS are increased, the values of SL increase as well. The  $R^2$  is 0.332 implying that changes made in the aspects of COS would not very highly change SL level. However, the aspect of Central Decision-making attributed to COS reduces servant leadership. This means the supermarkets management as they practice centralized organizational structure must regulate the aspect of central decision making to the negative effect associated.

In this regards the results which showed COS increases SL may advocate supermarkets in Kenya to adopt more centralized organizations hence observing more servant leadership to reap the advantages associated with servant leadership as the results demonstrate COS impacts positively to SL. Andersen, (2018) recommended that the availability of servant leadership attributes in organization has advantages. The advantages according to Andersen, (2018) are: helps in listening to team members, supports empathy, encourages self-awareness, persuasion, helps in conceptualization, build community of members, advocates foresight, stewardship, and leads to commitment to the growth of employees.

The results were not expected as the researcher thought that COS discourages servant leadership in that the leaders have not time with employees, does not ask for feedback from the employees and in that the leaders makes all decisions regardless of what the employees want. This position of finding COS impacts on SL was also not expected by Grobler & Flotman, (2020) while doing research on the validation of the servant leadership scale. Therefore, the results may guide the leaders of supermarkets and other organizations to practice the aspects of COS. It may be argued that Servant Leadership becomes more prominent where COS is increased, to ensure that employees remain satisfied on their jobs, especially considering the negative impact of the elements such as centralized communication of COS.

### Impact of servant leadership on employee job satisfaction

The results led the researcher to the rejection of the null hypothesis and acceptance of the alternative hypothesis which was that there is significant impact of servant leadership on employee job satisfaction. Therefore, the results imply that, encouragement must be given to supermarkets and other organizations to use servant leadership in their management because this increases JS. The findings from the mean and standard deviation were high and ranged from 4.021 to 4.281. This meant that the respondents strongly agreed with the statements about servant leadership affecting employee job satisfaction.

The results therefore indicated the attributes of servant leadership (SL) affected in high manner job satisfaction. The results from the correlation analysis had a coefficient of 0.745. The  $R^2$  is 0.570 implying that changes made in the aspects of SL would strongly change JS level. This meant that there was a strong positive relationship between servant leadership and Job Satisfaction. In summary the results showed that any change on SL will change JS.

The regression results indicated the B-coefficients were all positive, therefore this meant any change in servant leadership will change job satisfaction positively. Overall servant leaders (SL) affected Job satisfaction (JS) positively. These results were expected as the traits of Servant leadership have empirically been largely agreed as significant contributors to positive job satisfaction of employees (Andersen, 2018). It may be argued that Servant Leadership becomes more prominent where COS is increased, to ensure that employees remain satisfied on their jobs, especially considering the negative impact of the elements such as centralized communication, within a COS.

Servant leadership moderating role between centralized organizational structure and employee job satisfaction

The results of regression Analysis equation  $JS = \alpha + \beta_1 COS + \beta_2 SL + \beta_3 COS * SL + e$  established that most of the coefficients of the aspects tested were significant therefore this meant that servant leadership had a moderating role between centralized organizational structure and employee job satisfaction.

Servant Leadership plays a significant moderating effect,  $F(18,365) = 61.069, p < 0.001$ ,  $R^2$  Change from 0.617 to 0.751,  $R^2$  Change 0.134; an impact of over 13%. This led to the rejection of the null hypothesis and accepted the alternative hypothesis which was servant leadership has a moderating role on the relationship between centralized organizational structure and employee job satisfaction.

This implies that supermarkets and other organizations must practice servant leadership effectively. In this regard, the aspects of servant leadership which include Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship; Commitment to the growth of people and Building community team members in organizations must be effectively and fully enforced. This calls for top management of supermarkets in Kenya and other organizations to look for efficient methods of actualizing the aspects of servant leadership. Bell and Habel (2010) observed that the attributes of servant leadership triggers employee happiness thus the results were expected by the current researcher.

The results may enlighten the leaders in supermarkets and other related organization to using the model by Coetzer, (2018). The model according to Coetzer, (2018) effectively operationalizes servant leadership. Therefore, the leaders of supermarkets are advised due to the results to use this model, because the findings of the present study strongly proposes that if the

model is used in supermarkets it will lead to more enhanced servant leadership thus in turn increase job satisfaction. Donia et al., (2016) observed that high employee job satisfaction increases employee performance. Therefore, the high employee performance will lead to performance of the supermarkets in Kenya. The model is shown below:

Figure 5.1

Model of Effectively Operationalizing servant leadership



Source: Model of Effectively Operationalizing servant leadership, Adopted from Coetzer, (2018).

This model according to Coetzer, (2018) a servant leader must be able to do what the leaders are asking employees to do. Once a leader does what the employee or followers are doing, this acts a motivator and the engage in their work efficiently. For example, if a worker has to develop a certain report and present on a regular basis, this task must be something the leader can do by themselves. In case of any difficulty in preparing the report, the employee then has a go-to

person, who is their own leader, to get the assistance required. This makes the work enjoyable and more satisfactory to the employee.

Explaining to employees why their work is important to the organizations makes them feel appreciated and thus they are ready to work even better, and this increases the performance of the employee and thus the organization. Encouraging collaboration and employee engagement is a character of servant leadership, as they encourage teams to work together and participate in suggesting ways to improve their work. Coetzer (2018) also observed that helping the employee grow and develop brings about strong character of servant leadership. Leaders should not focus on themselves they should suggest and implement methods of continuously up-lifting of skills of their followers.

He further argued that top management leaders must care for their employees. This helps to create positive work life balance to the workers and help the employees reduce stress. Also, of importance in this respect is asking for feedback. Asking feedback appraises the leader's action and these can contribute to getting an idea to improve the workflow hence enabling the organization such as a supermarket to succeed. Therefore, the results of this research will inform leaders of supermarkets to adopt this model or any other model that demonstrates actualization of servant leadership. This will enhance the performance of the supermarkets.

It was very clear that results were well interpreted as the data that was collected from the field was not altered in any way to suit any perceived situation. However, the raw data might have been affected by limitations such an assumption that the respondent's answers might have been somewhat rational rather than indicate the true picture on the ground and that the research collected the data in supermarkets in Kenya only. However, this was minimized by the fact that the



researcher asked the respondents to be honest and assured them on their anonymity and confidentiality.

Another potential limitation of the present research is that it is solely focused on the Supermarket Industry; and the results should therefore be generalized to other sectors with caution. However, it is a belief by the researcher and as supported by Priporas, et al. (2017), that supermarkets in most countries operate the same way as it the most current method of retailing of goods. Therefore, the results are seen gearing towards improving employee job satisfaction across all supermarkets in the globe, which was the main concern of the study and growing concern troubling business leaders, particularly in Kenya. An additional limitation is that the present study used Quantitative research alone.

It could be argued that a mixed approach, which includes qualitative research, could have been of added advantage to the results and findings. Additionally, it could be argued that since middle-level and top-level managers, although regular employees were a majority of the participants, could have made the results more geared towards the advantages of servant leadership and impact of COS. The findings are important to business organizations and specifically the Supermarket Industry in Kenya as the management of these organizations may be able to understand how well to manage COS, how to well to incorporate SL to enhance performance of the supermarkets and other organizations.

The results may lead to incorporation of centralized organizational structure with servant leadership to enhance performance of organization. Therefore, the results will lead to the improvement of the contingency theory in advocating alignment of servant leadership as structure subsystems of COS. Also, the study results contribute to the Systems Theory which considers an

organization as an inter-connected and inter-dependent system of parts where these components must work together into a larger system to enable the correct performance.

The results may suggest the compartmentalization of the centralized organizational structure to provide elements of security, arousal, and other elements that increase job satisfaction. This will help managers and leaders of organizations on how to operationalize each individual aspects of COS and SL to increase performance of supermarkets and other organizations.

While the duration of the research was sufficient to conduct a thorough quantitative research on the current topic and answer all the research questions, the researcher does acknowledge that a wider study may have been conducted in a longer duration. For instance, it could be argued that qualitative research could add more variety to the responses of the participants, and that the quantitative structured questionnaires only resulted in have a range of choices for the respondents to select from. While considering the disadvantages of relying solely on qualitative research, including the inability to draw large samples, the researcher does point that a mixed methodology might have garnered more varied responses.

Another possible argument is that a longitudinal approach to the research, unlike the cross sectional one undertaken, would yield an insight into the evolving perception of the supermarket employees toward the servant leadership and centralized supermarket structure. The researcher noted the downside to this as being time-consuming and less suitable for the present study. Further, there is hardly any research done previously specifically linking the impact of servant leadership in the supermarket industry in Kenya. This reduces the reference points for the current study. To overcome this challenge, the researcher values the current research done and aims to undertake further research into this industry with a focus on the selected variables using different research approaches.

## Recommendations for application

The study generated results as per requirements of the objectives stated in chapter one. The researcher determined the implication of the results from study on the relationship between centralized organizational structure and employee job satisfaction: the moderating effect of servant leadership. In conjunction with the findings, the study had the following two major recommendations for Application of the research:

- Supermarkets and other related organizations should develop organizational structures which are centralized in nature but avoid high degree of Close Control. Supermarkets should empower employees to through reduced close control to enhance performance. This will help retain employees and enhance their output. Downsides of centralized structure of supermarkets should be addressed through the implementation of policies directing reduced close-employee-control and increased delegation of decision-making. This will help increase their satisfaction, hence performance
- Leaders of supermarkets and other related organizations to adopt the Servant Leadership Style comprehensively. Supermarkets and other related organizations to develop structures which are centralized in nature, encouraging servant leadership through avoiding high level of Central Decision Making. Supermarkets should foster servant leadership by delegating decision-making authority within the organization. Managers at supermarkets should learn to become empathetic towards employees and help them grow in their personal and professional lives
- Arguably, the supermarket industry being a major contributor to the country's GDP, requires a revamp in its structuring probably by having guidelines imposed by the Retail Trade Association of Kenya on the optimum structures of the supermarkets

The study results have distinctly demonstrated that centralized organizational structure impacts upon employee job satisfaction positively, and in a significant manner. Therefore, the study recommends supermarkets and other related organization to continue to adopt centralized organizational structures. It is noteworthy that these are structures where the activities involving planning and decision-making within the organization are condensed to specific leaders and/ or locations.

Consequently, centralized structure generally has the decision-making powers retained in the headquarters and all other locations/ personnel receive commands from therefrom. The executives and specialists who make critical decisions are based centrally, mostly in the head office. Supermarkets are complex business setups and constitute certain patterns in operation: an array of repeat customers grouped in various local areas, a chain of retail stores, a distribution system, sets of warehouse distribution centers.

Arguably, such set ups necessitate clear decisions from the top management to make employees understand well and get satisfied through clear, rather than ambiguous, directives. However, in support of previous authors research such Partida, (2013), Lusianil et al., (2019) recognize the fact that attributes from centralized organizational structure cannot only prevail out rightly and make full satisfaction to employees. This was demonstrated by the results which showed that the relationship between centralized organizational structure and employee job satisfaction had a correction coefficient was 0.751 while in the regression, the COS as the predictor variable on employee job satisfaction showed that the results of the majority of B-coefficient values were positive however, they were low. This gives room other factors such as remuneration, work condition, workload etc to still contribute to employee job satisfaction.

It could be argued that employees feel that their empowerment to make decisions related to their work is highly valued by them. This is in line with the major theories of employee motivation including the Motivation-hygiene theory is also known as Herzberg's two-factor theory or Herzberg's dual-factor theory developed in the year 1959. The theory refers to Motivation factors leading to job satisfaction including the need for self-growth (Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Looking back, Agboli (2016) conducted a study on factors of employee satisfaction and outline important factors including: reasonable remuneration, allowances, and skill development. The skill development in this context was acquiring skills on how to do the job allocated to employees. These factors were support by Abolade, (2020). Similarly, Minhajul (2016) observed that reasonable remuneration and work environment were integral in making employees satisfied with their jobs.

Conducive work environment was also argued by Rami et al., (2019) to increase employee job satisfaction. Therefore, to operationalize optimum employee job satisfaction in a centralized organizational structure, it is worthwhile for these factors to be considered, more so in the retail market sector. The Figure 5.2 below shows the researcher's suggested framework to operationalize centralized organizational structure (COS), to have optimum employee job satisfaction.

Figure 5.2 Operationalizing centralized organizational structure  
researcher's suggested framework to operationalize centralized organizational structure



Source: Researcher (2022)

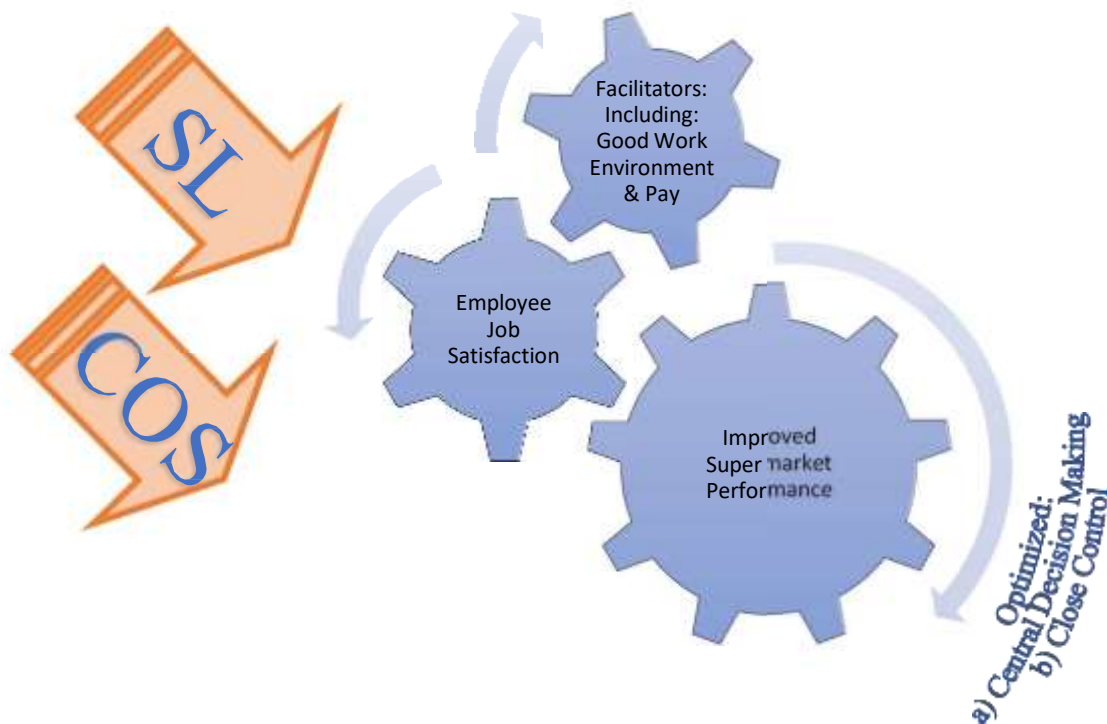
- Leaders, management teams of supermarkets and other related organizations to adopt servant leadership style comprehensively

This was a major recommendation by the study that Leaders, management teams of supermarkets and other related organizations to the adopt servant leadership style. The servant leadership according to Donia et al. (2016) is a leadership type based on the philosophy of giving priority to serving their followers first. Top leadership of organization with servant leadership style do not put forward or prioritize their objectives (Grobler & Flotman, 2020). These makes employees, where servant leadership is practiced, feel that their voices are being heard and that they are an integral part of the institution. Gipson (2020) stated that servant leadership is known to achieve vision of organizations by providing strong support to employees and in turn the

employees reach their maximum performance results. This catapults the organization to high performance.

The results of the current study showed that the correlation analysis had a coefficient of 0.745. This meant that there was a strong positive relationship between servant leadership and Job Satisfaction. The regression results indicated the B-coefficients values were all positive, therefore, this meant a unit increase in servant leadership would increase employee job satisfaction. The results also showed that, servant leadership moderates on the effective functioning of centralized organizational structure (COS) insofar as employee job satisfaction is concerned. Therefore, any centralized organizational model aimed at increasing employee job satisfaction is critical to incorporate the model servant leadership style. This helps facilitate that the employees reap the benefits of servant leadership in the most appropriate context within a retail industry apparatus. The Figure 5.3 shows the suggested comprehensive Framework for operationalization of COS and SL to maximally lead to employee job satisfaction.

Figure 5.3 Operationalizing centralized organizational structure and SL  
researcher's suggested framework to operationalize centralized organizational structure and SL



Source: Researcher (2022)

The practice of the centralized organizational structure coupled with servant leadership style in supermarkets will lead to employees with high job satisfaction. It is important to note that employees with high job satisfaction perform well in terms of their duties and responsibilities (Gipson, 2020). This means that the supermarkets performance, which has a ripple effect on the organization growth, return to the government through taxation, and employment generation, among other benefits. When the supermarkets are performing highly it means they have less chances of collapse, giving assurance that the government will continue to collect revenue. This recommendation is important as supermarkets performance will increase therefore, support the Kenya Vision 2030. Successful performance of organizations inevitably contributes to the country's Economic growth and development.



The Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The performance of supermarkets will support the Kenya vision 2030 in two important areas that the vision promises. First, it supports the quality of life. The Kenya vision 2030 promises quality life in Kenya, this study recognizes quality life comes with individual earning therefore, this recommendation making supermarkets to flourish will generate employment to Kenyans and thus enable them to have money purchasing power and improved quality of life. This will also reduce unemployment thus supporting the Kenya Vision 2030 on employment creation.

Secondly, the recommendation will lead to a better and more inclusive wholesale and retail trade sector. In this regard, there has been more supermarkets remaining afloat in the Kenyan market thus guaranteeing more inclusive wholesale and retail sector. This has been in accordance with the Kenya Vision 2030 which emphasizes the need for excellence in the performance of the retail sector. Similarly, the recommendation to help employees attain high job satisfaction and enhance performance of supermarkets has been in support of global Sustainable Development Goals (SDGs).

- The recommendation will lead to growth of supermarkets in Kenya, thus significance and relevance to Sustainable Development Goals:
- When persons acquire employment in the supermarkets would be empowered to increase family income. (SDG 1)
- Once people are employed has been in a person to provide food to their families by means able to purchase and feed their families. (SDG 2)
- The project will ensure economic inclusion to many people who has been employed in the supermarkets and those new businesspeople who will start new supermarkets due to the

having knowledge on satisfying employee requirements and hence high performance of supermarkets thus well-run enterprises. (SDG 5)

- The project will revitalize agri-business and provide youth and women with decent sustainable agribusiness enterprise. (SDG 8)
- The good performance of supermarkets will increase government revenue thus contribute to economic development of the country while improving their livelihoods. (SDG 10)
- The recommendations increase employee job satisfaction, thus enabling the employees to avoid stress and burnout leading to healthy population. (SDG 3)
- The employees of the supermarkets has been able to pay for education for their families. (SDG 4)
- The recommendation will lead to profitable supermarkets and give appetite to more businesspeople to start new supermarkets hence given the populace decent work. (SDG 8)

### Recommendations for future research

This section explains the recommendation for future research. The purpose of this study was to assess the relationship between centralized organizational structure and employee job satisfaction, and the moderating effect of servant leadership. The organization of the current study was the supermarkets in Kenya. The results focused on determining the relationship of COS and JS and the moderating effect of SL. Therefore, the current research had its findings based on above said focus however, the researcher recommended future investigation in several areas to advance the research on centralized organizational structure and employee job satisfaction. The study suggested four areas for future research which are discussed below:

- Research on further enhancement of the suggested Comprehensive Framework for operationalization of COS and SL towards Maximizing Employee Job Satisfaction

Since the current study found that centralization structure does impact upon the level of job satisfaction of employees positively, the researcher recommends centralized structure to be encouraged in supermarkets in Kenya. However, considering the findings, the author does recommend that centralized control must be reduced or limited altogether, and empowerment of employees being encouraged. Further, considering the strong positive moderating effect of servant leadership on the impact of centralized structure of supermarkets on the job satisfaction of their employees, the researcher recommends that servant leadership is encouraged. Noting this, the author consequently recommends that more research is required in developing a comprehensive framework through which servant leadership can be enhanced at supermarkets in Kenya.

- The current study suggested a Comprehensive Framework for operationalization of COS and SL to maximize employee job satisfaction. The research proposes future study to further enhance the suggested framework. The studies could focus in several areas such as:

Impact of motivation on the suggested comprehensive framework: Future research is required to gauge the impact of motivation in the suggested comprehensive framework. This will inform if motivation can be used as an enrichment factor to the framework. Motivation has generally been defined as the tendency to strive higher aimed at organizational success, due to the gratification of needs. While motivation is what drives employee behavior and performance, employee job satisfaction is the response of the employee towards the work and its context. According to David, (2005) motivation has several advantages such as increasing the performance levels, lowers employee turnover and absenteeism, leads to good human relation, and improves the efficiency of operation. Research into a possible hybrid structure where centralized decision-

making and close control are mitigated, while the other aspects of COS are nurtured including quick decision making, uniform messages, and clear line of communication

The future study may strive to crosscheck how these advantages interplays in centralized organizational structure (COS) which is coupled by servant leadership (SL). This future study may also focus on real impact on the relationship between COS and JS. There are two major types of motivation; positive and negative motivation however in the recent past another type of motivation known as achievement motivation has been brought into focus:

**Positive motivation:** Positive incentive Psychology in which a reward is given for the attainment of a given task or behaving in a certain manner. In this view those who don't accomplice are not punished but ignored. The future study could capitalize this and investigate its impact on COS and therefore, determine the position in proposed Comprehensive Framework (CF). It is what drives performance in pursuit of a reward.

**Negative motivation:** These involves thinking about the bad qualities of someone and associates with bad results and try enticing one to act in a desired way so to attain a given outcome. On the same vein the future research could capitalize this type of motivation and investigate its impact on COS and therefore, determine the position in proposed Comprehensive Framework (CF). It is what drives performance in repulsion from a punishment.

**Achievement Motivation:** This associates the wanting to achieve something at the highest standard. This also brings to the future research on the issue of intrinsic motivation and Extrinsic Motivation. Therefore, the future research would advance the suggested CF by probably showing the effects of intrinsic motivation and Extrinsic Motivation in the framework. It is what drives performance in pursuit of excellence and achievement rather than seeking reward or avoiding punishment.

Also, other future studies can be conducted focusing on issues such as the best methods on employee engagement, respect, and work-life related issues in a centralized organizational structure (COS) and determine how they affect JS could lead to more detailed CF which can benefit organizations. On the same vein, Centralized organizational structure is associated with Bureaucratic leadership, the factor of remote control of organizational activities, Delays in work as the approval is sought from head office and lack of employee loyalty, therefore future research should be conducted to determine the effect of various leadership styles coupled with COS on Job satisfaction JS.

This will inform better the how these factors can be regulated to increase JS suggested comprehensive framework of operationalization of COS and SL to facilitate JS. In the same vein on enhancing the suggested Comprehensive Framework by this current study future study could also focus what Sousa and Dierendonck (2016) described as behavioral factors of employees. This area may give information which the research of Sousa and Dierendonck (2016) did not explain about behavioral integration of either individual or teams in organization. This could be integral to the suggested framework and inform how the behavioral characteristics of individuals and team could be included in the framework.

- Research on the best framework to incorporate servant leadership in a centralized organizational structure

Empirically, several traits of servant leaders have been found to add to the satisfaction and motivation of employees, and the current study reinforces this phenomenon. Future research may thence be required on how best to incorporate servant leadership to COS. The current research determined the effects of servant leadership on job satisfaction once coupled in centralized organizational structure however, the discussion about the best ways to incorporate it to COS is

missing. Daswati et al. (2021) observed that servant leadership as a type of leadership that focuses primarily on the growth and well-being of the followers. The author further argued that servant leaders generally portray the following characteristics: good listener, empathetic, creating awareness, persuasion, guiding their followers by conceptualizing, having foresight, and displaying stewardship. Servant leadership is a type of leadership philosophy where the leader interacts with the other employees to achieve authority rather than power (Nathan et. al., 2013).

The future research may focus on how servant leadership can be tailored to best fit a centralized organizational structure. This may open key ideas on what needs to be done for the characteristics of servant leadership to function optimally in COS. Future research in this area is important because empirical research has not yet fully exhausted the organizational structures within which servant leadership excels. Therefore, this future research could be important to explain the best method, and stage to incorporate the characteristics of servant leadership in the centralized structure thus improve the suggested Comprehensive Framework for operationalization of COS and SL towards Maximizing Employee Job Satisfaction by this current study. The future study will also play the important role of enriching the servant leadership theory by including the best methods and stage of application of characteristics of servant leadership in particular organization structures into the theory. Conversely, the results of the future study in the above-mentioned area may solve the concerns of Skaff (2012) who argued that servant leadership is problematic and difficult to foster in a hierarchical and autocratic culture, where managers make all decisions.

- Research on suggested Comprehensive Framework for operationalization of COS and SL in Industries different from supermarkets

The current study investigated supermarkets, which led to suggestion of the Comprehensive Framework for operationalization of COS and SL. Wicker (2016) explained that a supermarket is any large self-service retail market primarily engaged in selling food stuffs and general household merchandise. The setup and operation of supermarkets may be different from the setup of other organizations such as: non-governmental organizations, international organizations, private corporations, not-for-profit organizations, political organizations, parastatals, universities, and charities. This will also determine whether the framework developed in the present study is indeed applicable to other industries. There are many empirical studies conducted on related topics in empirical studies, but very few consider the impact of centralization of an organizational structure with reference to employee job satisfaction, and the servant leadership behaviors.

- Research on how other leadership styles impact on employee job satisfaction in a centralized organizational structure

In the previous literature review chapter, various leadership theories were reviewed such as The Trait Leadership Theory, Participatory Leadership Theory, Transformational Leadership Theory, Transactional Leadership Theory, Behavioral/Style Approach, Situational Leadership, Contingency Theory of Leadership and Servant Leadership Theory. The current study singled out to investigate the moderating role of servant leadership in centralized organizational structure on employee job satisfaction. Future studies may be contacted to investigate how other leadership styles moderate the relationship between centralized organizational structure and Job satisfaction.

The researcher of the current study also notes that apart from the leadership styles reviewed there are upcoming contemporary leadership styles which the future studies could further investigate and get explanations on how they moderate COS and SL. Another dimension that

requires examination is the reversed impact of the variables. While the present study considers the impact of centralized organization structure on employee job satisfaction, future research should be done to discern the impact that employee job satisfaction levels have upon the structure of an organization, and how satisfaction of employees influences the centralization of the organization structure. Similarly, research should also be done to determine whether centralized organization structure and employee job satisfaction influence each other.

It is noteworthy that recent research findings have revealed that centralized organizational structures are useful in countering the impact of crises (Schmidt & Groeneveld, 2021). Therefore, the author of the present research recommends that further studies should be done to determine the impact of COVID on supermarkets and the optimum structure and leadership style to avoid losses due to such catastrophes.

Moreover, While the present study focuses on the moderating impact of servant leadership upon the impact of centralized organization structure on employee job satisfaction, future studies should also consider the mediating impact of servant leadership. This adds to the idea that servant leadership already moderates the impact of centralized organization structure upon employee job satisfaction. It is therefore intriguing to determine whether servant leadership may influence the two-way relation between centralized organization structure and employee job satisfaction.

Furthermore, it may be of value that future studies seek to determine the role of other leadership styles in other types of organizational structures. In the literature reviewed, authors such as Focht (2015), George et.al., (2016), Nathanet. al. (2018), Shafique & Loo-See 2018) and Burns (2007) discussed the leadership styles stated above, however the discussions may be considered short of explaining how these leadership styles moderate organizational structures on job satisfaction. Therefore, a related future study could shed light on this critical area.



The researcher feels that the current study will add value to the supermarkets in Kenya and the retail industry at large. The retail industry being a major contributor to the economy of the country, requires a steady growth for the continued improvement of the gross domestic product of Kenya. It can be argued that certified management and leadership bodies, both local and international, may be interested in understanding the most suitable leadership type in various industries, including the retail industry. Employment bureaus may also be interested in the traits of leadership positions most suitable to supervise employees leading to sustained growth, hence they would be able to poach, harness and recruit improved and more relevant talent through their human resource policies.

### Conclusions

The present study aimed to discern the relationship between Centralized Organizational Structure (Independent Variable) and Employee Job Satisfaction (Dependent Variable) with the Moderating Effect of Servant Leadership (Moderating Variable), across the Supermarket Industry in Kenya. The research found that there is a direct and positive relationship between Centralized Organizational Structure and Employee Job Satisfaction, and that Close Control is to be mitigated for better results. There is also a direct and positive relationship between Centralized Organizational Structure and Servant Leadership, with mitigated Centralized Decision Making suggested for better results. Further, the present research found that Servant Leadership positively moderates the relationship between Centralized Organizational Structure and Employee Job Satisfaction and should be encouraged and adopted comprehensively.

The purpose of the study was to determine the extent to which COS impacts on the job satisfaction of employees in supermarkets in Kenya and whether servant leadership can help foster

this perception. The study notes that supermarkets are critical for Kenya's GDP (Mbatia & Wanjiku, 2020) Another consideration is whether servant leadership is the right leadership style to keep employees engaged and satisfied (Gašková, 2020 and Kauppila et al., 2022), since employees affect customers (Velasco et al., 2021) and this has performance repercussions.

Supermarkets in Kenya have operated for over 50 years and undergone marked turmoil particularly in the recent years. In recent times, Supermarkets in Kenya have been facing a significant decline in their performance and presence (Mbatia & Wanjiku, 2020, and Sande, 2022). Being major contributors to economic growth and Gross Domestic Product of the Country, it was worthy to investigate the root-cause of some of the renown supermarkets closing-down (Wanjohi et. al, 2019). It was imperative to determine the extent at which these rather centrally structured organizations influence employee performance through satisfaction (Ogbo, 2015, and Madanchian et. al, 2016, and Pugh et. al., 2018).

The supermarket industry in Kenya has been exhibiting mixed signals as some of the supermarkets such as Uchumi, Choppies, Tuskys and Nakumatt forced to close, while others such as Naivas and Quickmart are arguably doing extremely well. In the year 2020, the supermarkets experienced further decline in performance because of the Corona Virus (COVID-19) which resulted in country-wide lockdowns and massive reduction in Customer Purchasing Power. Throughout this research, the author therefore acknowledges that low performance may be associated with many additional factors: Covid-19 pandemic, competition, economic downturn, Competition within the Industry, Market volatility, Demand and Supply factors, Customer Purchasing Power, among others.

However, it is the contribution of servant leadership moderating employee job satisfaction in a centralized organizational structure that has not been covered adequately in the empirical

studies. While organizational structure generally affects performance (Schnetler et. al., 2015), it was vital to establish how centralized structures of supermarkets influence the leadership style adopted (Kang'ethe et al., 2019). Consequently, it was imperative to determine the effectiveness of Servant Leadership in the context of centralized structure and employee job satisfaction. As employee satisfaction significantly influences organizational performance (Özbenli, 1999 and Priporas et al., 2017), it was critical to discern the role that Servant Leadership can play in salvaging the decline in performance and presence of Supermarkets in Kenya.

The present research focused on Centralized organization structure as having concentrated decision-making authority (Kataeff, 1994 and Kampini, 2018), and incorporated the idea that Centralization of Organizational Structure majorly includes: Top-down Decision Making (Farida et. al., 2020), Hierarchical communication and close control (Sobia et. al. 2021). The decisions are made to trickle down to the lower levels of management up to the subordinates. The research also considered that Top-down communication is where hierarchical structure of the organization is followed to communicate decision (Sobia et. al. 2021), and Employee Job Satisfaction is the emotional association of workers to the organization (Pakarinen & Virtanen, 2017). It included the understanding that satisfied employees are critical for organisational success (Özbenli, 1999, Madanchian et. al, 2016, and Priporas et al., 2017).

The author riveted upon the precedent that Servant Leadership encompasses various traits of leaders including Development and Persuasion (Ntale, 2020), Listening and Foresight (Kovaçi et al. (2021), established as a distinct leadership style (Coetzer, 2018). The research underpinned that appropriate Leadership is critical for organization success (Madanchian et. al, 2016) and Servant Leadership improves employee satisfaction (Donia et al., 2016, and Pekmezci et al., 2017). The study used Modern management theories (Khan et al., 2021), Leadership theories and

Employee Satisfaction theories, and review of literature reveals a dire need for this study. The research adopted a descriptive design using a Quantitative approach. Data was primary and collected through self-administered questionnaires which were distributed to 400 employees from 8 supermarkets in Nairobi, Kenya. This sample was selected by stratified random sampling technique and tested for adequacy, through ensuring the inclusion of supermarkets specifically from the metropolitan city of Nairobi, which is also the capital city of Kenya. Another key consideration was the inclusion of the supermarket that is almost closing shop.

The empirical studies reviewed revealed various gaps: research methods used, area and variables of the research, how servant leadership is used in the studies, focus on the centralization of organizational structure and its impact on employee job satisfaction. There was a clear research gap which the present study filled. It specifically addressed centralized organizational structure and job satisfaction in the supermarket industry in Kenya, with the moderating effect of Servant leadership. The empirical studies revealed gaps in literature concerning the association between centralized organizational structure and employee job satisfaction in organizations adopting servant leadership.

The researcher used the Quantitative Approach for this study considering its suitability. Quantitative research approach is most suitable for this research considering that the sample size is large at 400 participants and the data collected is numeric in nature (Shields & Twycross, 2008), and the researcher believes that this approach to research yielded data that was readily analysable and reliable due to replicability (Sekaran & Bougie, 2013). The custom-developed questionnaire used a 5-point Likert scale and was tested for Validity and Reliability. Following the required approval from UREC, the questionnaire was used to collect the data. At all times, the principles of Informed Consent, Anonymity, Confidentiality, Limitation of Harm, Coding, and Safe storage

were used to uphold ethics of the research. The resulting data was filled on MS Excel which was uploaded into the SPSS software for descriptive and inferential analysis.

Furthermore, the researcher used descriptive type of quantitative research (Zaidah, 2007) to fit the Research Questions and Hypotheses of this study most suitably. The research tool was a questionnaire of five-point likert scale which was sufficient and avoided participants getting overwhelmed (Kothari (2004). The ethics observed are in line with UNICAF requirements and other ethical issues: informed consent, anonymity, confidentiality, limitation of harm to participants (Stewart, 2010). The study collected quantitative data which was analyzed by use of mean and standard deviation, correlation, and multiple regression (Royall, 1970 and Kothari, 2004). The findings showed that respondents from the 8 supermarkets who returned their questionnaire were represented well. The results means that several supermarkets were used and that the information analyzed was not biased to one supermarket. The results on gender were that females 44.8% and males 55.2%.

This meant that both genders participated in the study and views were represented from either gender. Age of respondents was determined and the results indicate all ages ranging from 18 years to 44 years were represented. On experience of respondents in working in the particular supermarket the study results was that the participants had experience distributed from one year to five years. This meant that the participants had some knowledge to understand the structure of management and could be able to gauge their satisfaction level once some attributes concerning the topic were given to them.

The results showed that the respondents were from different departments. The departments were: administration, cleaning, finance, general, procurement and sales. The result meant that all departs were represented therefore views were from diverse people from different departments.

Also in the same vein the results showed the participants were from all levels of staff that is mid level, regular and top level. This made sure that the research has information from every class of employees in the supermarkets (Mugenda and Mugenda 2003). The level of education was important for the study as it explained whether the respondents were in a position to understand the topic under discussion. The results were that the least had certificate level and the highest had postgraduate education. The majority had undergraduate (level of education). This meant the participants were able to give appropriate answers concerning the questionnaire questions.

The Reliability of the Questionnaire was tested by piloting the questionnaire from the first 20 respondents, then Test-Retest done, which showed Chronbach Alpha's coefficient of 0.857 hence confirming the reliability (Schougaard, et al. (2018). This assured the researcher that the questionnaire will provide consistent results over time (Taherdoost, 2016). It has widely been concurred that for an investigation to yield clear results, Trustworthiness is a pre-requisite feature (Apuke, 2017). The Researcher used data triangulation (Reinking & Alvermann, 2004), ensured Dependability (Apuke, 2017), Credibility (Marshall and Rossman, 2015), Conformability (Saunders et al., 2009). Bias was taken care of including: Sampling Bias, Non-response bias, Response Bias, Question order bias and Information bias (Sürücü and Maslakci, 2020). The researcher also ensured Transferability (Hammer, 2003), Validity (Saunders et al., (2007) and through Content Validity Index (Zamanzadeh et al., 2015), and Reliability through the Cronbach alpha (Sürücü and Maslakci, 2020).

Furthermore, Diagnostics Tests were done to ensure the rigor the data analysis. These include Sampling Adequacy Test by Keiser-Meyer-Olkin (KMO) test (Malhotra and Dash, 2011), Normality Test to determine whether to perform Parametric or Non-Parametric Tests on the data (Mishra et al., 2019). The researcher clearly visualized by histogram, box plot, Q-Q Plot and box

plot below, that the data is approximately normally distributed. Additionally, the researcher determined approximate normality by considering the Skewness and Kurtosis values in relation to their Standard Errors.

The researcher was interested in the normality of the prediction error rather than the data itself since this is the major factor to consider in Regression Analysis. For Regression Analysis to be performed, the requirement was not simply the normality of the Dependent Variable data, rather that the Residuals are normally distributed. Linearity was tested using the Pearson's correlation (Dancey and Reidy, 2004) and Scatter plot, Homoscedasticity Test (Knaub (2007) and Yang, Tu & Chen (2019) was also performed in addition to the Multi-Collinearity Test using Variance Inflation Factor (VIF) and Tolerance Values (Field, 2009), and Independence of Observations using the Durbin-Watson statistic.

Furthermore, to ensure no Significant (External) Influence on the Model, the researcher considered the Cook's and Mahalanobis Distance values to check for any Significant Outliers. Respondents strongly agreed, or at least agreed that Centralization of Organizational Structure impacted Job Satisfaction. The relationship between Centralization of Organizational Structure and Job Satisfaction was found to be strong (Correlation of 0.751). Further, any change that would be made in the Centralization of Organizational Structure would strongly change Job Satisfaction; Centralization of an Organization Structure predicted the Job Satisfaction level significantly,  $F(9,374) = 66.821, p < 0.001, R^2 = 0.617$ .

B-coefficient for all the elements were positive except for Close Control. Centralized organizational structure has simplicity of decision making, Faster Decision Making, clear line of authority and clear line of communication which according to this theory should affect job satisfaction. These results were expected in the study as the aspects of centralized organizational

structure seem to be of help to employees and hence help in job satisfaction. The results found by the study made it integral that supermarkets adopt top-down approach of management which accommodates all these aspects.

On the aspect of Close Control, which was seen to reduce Job Satisfaction, caution must be practiced in the supermarkets to make sure the close control by the management is put at optimum level that does not affect Job Satisfaction much negatively. The results were expected as Centralization of Organizational Structure aspects are believed to increase touch to employees and remove bureaucracy thus the followers (employees) get straight what the leader wants and endorses thus making employees happy not getting into conflicts with other workers including immoderate supervisors or managers.

Furthermore, strongly agreed, or at least agreed that Centralization of Organizational Structure impacted Servant Leadership. The relationship between Centralization of Organizational Structure and Servant Leadership was found to be moderately strong (Correlation of 0.527). Further, any change that would be made in the Centralization of Organizational Structure would moderately change Servant Leadership; Centralization of an Organization Structure predicts the Servant Leadership behavior moderately,  $F(9, 374) = 20.642$ ,  $p < 0.05$ . B-coefficient for all the elements were positive except for Central decision-making. These mean that any change in the attributes of Centralization of Organizational Structure also changes the Servant Leadership positively.

The data analysis included Linear Regression and Moderated Linear Regression; confirmed by the Linearity, Normality, Homoscedasticity, Multicollinearity, Autocorrelation and Independence of residuals. The study found that Centralized organizational Structure encourages Employee Job Satisfaction in supermarkets in Nairobi, Kenya. The research also found that



Servant Leadership helps keep employees satisfied on their jobs, and that servant leadership facilitates employee satisfaction in a centralized organization setting.

Interestingly, the researcher had expected Centralization of Organizational Structure to impact servant leadership negatively. This was because servant leadership is perceived to be achieved in areas where the structure is not rigid in terms of decision making. Centralized organization structure is somewhat rigid, and therefore, the researcher did not expect Servant Leadership to be impacted positively by Centralization of Organizational Structure. The aspect of Central Decision-making attributed to Centralization of Organizational Structure reducing servant leadership behavior.

This means the supermarkets management as they practice centralized organizational structure must regulate the aspect of central decision making to the negative effect associated. In this regard, the results which showed Centralization of Organizational Structure increases Servant Leadership may advocate supermarkets in Kenya to adopt more centralized organizations hence observing more servant leadership. These results may guide the leaders of supermarkets and other organizations to practice the aspects of Centralization of Organizational Structure.

Moreover, respondents strongly agreed that Servant Leadership impacted Job Satisfaction. The relationship between Servant Leadership and Job Satisfaction was found to be highly strong (Correlation of 0.745). Further, any change that would be made in the Servant Leadership behavior would strongly change Job Satisfaction; Servant leadership behavior significantly predicts the Job Satisfaction level,  $F(9,374) = 55.120$ ,  $p < 0.001$ ,  $R^2 = 0.570$ . B-coefficient for all the elements were positive. The  $R^2$  is 0.570 implying that changes made in the aspects of Servant Leadership would strongly change Job Satisfaction level. B-coefficients were all positive, therefore this meant any change in servant leadership will change job satisfaction positively.

These attributes are thought to impact positively employee job satisfaction. The results imply that, encouragement must be given to supermarkets and other organizations to use servant leadership in their management because this increases Job Satisfaction. These results were expected as the traits of Servant leadership have empirically been largely agreed as significant contributors to positive job satisfaction of employees (Andersen, 2018). It may be argued that Servant Leadership becomes more prominent where Centralization of Organizational Structure is increased, to ensure that employees remain satisfied on their jobs, especially considering the negative impact of the elements such as centralized communication, within a Centralization of Organizational Structure.

Moderated Regression Analysis revealed that Servant Leadership plays a significant moderating effect on the relationship between Centralization of Organizational Structure and Job Satisfaction,  $F(18,365) = 61.069$ ,  $p < 0.001$ ,  $R^2$  Change from 0.617 to 0.751,  $R^2$  Change 0.134; an impact of over 13%. B-coefficients reveal that servant leadership plays a moderating role between centralized organizational structure and employee job satisfaction. The results were expected by the researcher as the attributes of servant leadership seem to trigger employee prosperity. If the attributes are not properly practiced in centralized organizational structure, then it expected that the servant leadership will affect job satisfaction negatively.

While this research was not focused upon whether the participating supermarkets used the attributes of servant leadership sufficiently; there was hardly any reason to doubt the results of the present study. This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis which was that servant leadership has a moderating role on the relationship between centralized organizational structure and employee job satisfaction. This implies that the aspects of servant leadership must be effectively and fully enforced.

This calls for top management of supermarkets in Kenya and other organizations to look for efficient methods for actualizing the aspects of servant leadership by adopting the model recommended in the present research, thus increasing job satisfaction and organizational performance (Donia et al., 2016). These findings add value to the theory of centralized organizational structure which is known for its decision from top-leader or leaders; and that for higher employee job satisfaction in centralized organizational structure, servant leadership should be coupled in the structure. This was concluded to raise the employee job satisfaction in a centralized structure.

It might be argued that the raw data might have been affected by limitations such an assumption that the respondent's answers might have been somewhat rational rather than indicate the reality. However, this was minimized by the fact that the researcher asked the respondents to be honest and assured them on their anonymity and confidentiality. It could also be argued that a mixed approach as opposed to a solely quantitative approach could have added rigor, but there are arguments in favor of both approaches to research, with each having some downsides.

Another potential limitation of the present research is that it is solely focused on the Supermarket Industry; and the results should therefore be generalized to other sectors with caution. However, it is a belief by the researcher and as supported by Priporas, et al. (2017), that supermarkets in most countries operate the same way as it the most current method of retailing of goods. An additional limitation is that the present study used Quantitative research alone. It could be argued that a mixed approach, which includes qualitative research, could have been of added advantage to the results and findings. Moreover, it is noteworthy that recent research findings have revealed that centralized organizational structures are useful in countering the impact of crises (Schmidt & Groeneveld, 2021). Therefore, the author of the present research recommends that

further studies should be done to determine the impact of COVID on supermarkets and the optimum structure and leadership style to avoid losses due to such catastrophes.

The findings are important to business organizations and specifically the Supermarket Industry in Kenya as the management of these organizations may be able to understand how well to manage Centralization of Organizational Structure, how to incorporate Servant Leadership adequately, to enhance performance of the supermarkets and other organizations. The results may lead to the incorporation of the centralized organizational structure with servant leadership to enhance performance of organizations. The research therefore proposes that supermarkets in Kenya must reduce the closeness of control over their employees and enhance their empowerment. Moreover, management at supermarkets should delegate decision making authority across the organization. Managers at supermarkets should learn to become empathetic towards employees, be humble, and take responsibility in their work as they help them grow in their personal and professional lives.

Therefore, the results will lead to the improvement of the contingency theory in advocating alignment of servant leadership as structure subsystems of Centralization of Organizational Structure. Also, the study results contribute to the Systems Theory which considers an organization as an inter-connected and inter-dependent system of parts where these components must work together into a larger system.

To enable the optimum performance, Servant leadership must work in the right Organizational Context, and Employees must be sufficiently motivated. The results may compartmentalize the centralized organizational structure to provide elements of security, arousal, and other elements that increase job satisfaction. This will help managers and leaders of organizations on how to operationalize each individual aspects of Centralization of Organizational

Structure and Servant Leadership to increase performance of supermarkets and other organizations.

In conjunction with the findings, the study had the following recommendations: Firstly, Supermarkets and other related organizations should encourage and facilitate organizational structures which are centralized in nature. Research into a possible hybrid structure where centralized decision-making and close control are mitigated, while the other aspects of COS are nurtured including quick decision making, uniform messages, and clear line of communication.

However, they should avoid high degree of Close Control and high level of Central Decision Making as these have negative effects. Secondly, the leaders of supermarkets and other related organizations should adopt the Servant Leadership Style at all levels: Regular, Mid and Top level of employment. These recommendations have a ripple effect: firstly, high-performing supermarkets will flourish and generate revenue for the government and increase employment for Kenyans. This in turn will enable them to have better purchasing power and improved quality of life. The recommendations will lead to better and more inclusive retail trade sector, in accordance with the Kenya Vision 2030 which emphasizes the need for excellence in the performance of the retail sector.

The study suggests that future research must seek to enhance the suggested Comprehensive Framework for operationalization of Centralization of Organizational Structure and Servant Leadership aimed at maximizing employee job satisfaction. Studies could now focus in several related areas such as the impact of motivation upon the suggested framework. It is also important to research into the most suitable framework to reap the benefits of servant leadership. Enhance the model proposed in the current study by making additions through research including the impact of Motivation and other aspects of centralization such as Formalization.

Further enhance the model proposed in the present study by investigating how exactly leaders can be nurtured to take responsibility for their actions and exhibit humility in the workplace as these qualities are found to enhance employee satisfaction significantly in a Centralized Organization Structure context. Moreover, the present research suggests further investigation to establish a Comprehensive Framework for operationalization of Centralization of Organizational Structure and Servant Leadership in Industries different from supermarkets. Furthermore, there is need to research on how other leadership styles impact upon employee job satisfaction in a centralized organizational structure.

Another dimension that requires examination is the reversed impact of the variables. While the present study considers the impact of centralized organization structure on employee job satisfaction, future research should be done to discern the impact that employee job satisfaction levels have upon the structure of an organization, and how satisfaction of employees influences the centralization of the organization structure in particular. Similarly, research should also be done to determine whether centralized organization structure and employee job satisfaction influence each other.

Moreover, While the present study focuses on the moderating impact of servant leadership upon the impact of centralized organization structure on employee job satisfaction, future studies should also consider the mediating impact of servant leadership. This adds to the idea that servant leadership already moderates the impact of centralized organization structure upon employee job satisfaction. It is therefore intriguing to determine whether servant leadership may influence the two-way relation between centralized organization structure and employee job satisfaction. Furthermore, it is noteworthy that recent research findings have revealed that centralized

organizational structures are useful in countering the impact of crises (Schmidt & Groeneveld, 2021).

The research recommends that motivation should be examined in line with COS and SL and the context of other industries should be considered. Additionally, the most suitable structure and leadership style in view of crisis should be studied. Furthermore, considering that centralized organizational structures counter the impact of crises (Schmidt & Groeneveld, 2021), research should be done to determine the impact of COVID on supermarkets and the optimum structure and leadership style to avoid losses due to such catastrophes. Therefore, the author of the present research recommends that further studies should be done to determine the impact of COVID on supermarkets and the optimum structure and leadership style to avoid losses due to such catastrophes.

Finally, the present study considered the level of Centralization as an element of Organizational Structure; formality is another element of Organizational Structure, which should also be researched further in the context of Servant Leadership and Job Satisfaction to have a wider view of the concept of Organizational Structure.

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## APPENDICES

### Appendix: Questionnaire

Dear Sir/ Madam,

My name is Mohammed Jamil and am a student at UNICAF University – Malawi, studying for a PhD in Business Administration. The title of my research project is “Relationship between Centralization of Organizational Structure and Employee Satisfaction within the Supermarket Industry in Kenya: The Moderating Effect of Servant Leadership.”

This study is purely for academic purposes. Your views are crucial for the success of this study.

Please complete to the best of your ability the questionnaire below following the instructions given after each item and return your completed questionnaire to the researcher.

Your contribution will be highly appreciated and the information you are going to provide will be treated confidentially and will be applied only for the purpose of writing an academic report.

(Do not write your name in this paper).

Please tick the correct answer OR write appropriately your best answers to the questions.

**PART I: PLEASE TICK THE NAME OF THE SUPERMARKET THAT YOU WORK FOR FROM THE BELOW:**

- |       |       |
|-------|-------|
| a ( ) | e ( ) |
| b ( ) | f ( ) |
| c ( ) | g ( ) |
| d ( ) | h ( ) |

**PART II: DEMOGRAPHIC DATA**

Please fill in the below with a tick ( ☐ ) where appropriate. All data provided is strictly confidential and only used for the present research.

1. Gender:      Male ( )      Female ( )
2. Age:    18-30 years ( )    31-40 years ( )    41-50 years ( )    50-60 years ( )

## 3. Number of years worked at present supermarket:

- ☐ Less than 6 months ( )
- ☐ More than 6 months but less than 1 year ( )
- ☐ More than 1 year but less than 2 years ( )
- ☐ More than 2 year but less than 5 years ( )
- ☐ More than 5 years ( )

## 4. Which Department do you work in:

.....

## 5. Level of employment:

- ☐ Middle-level Manager ( )
- ☐ Top-level Manager ( )
- ☐ Regular Employee ( )

## 6. Education Level:

- ☐ High School ( )
- ☐ Certificate ( )
- ☐ Diploma ( )
- ☐ Bachelor's Degree ( )
- ☐ Post graduate ( )

### PART III: TO ASSESS THE IMPACT OF CENTRALIZED ORGANIZATIONAL STRUCTURE ON EMPLOYEE JOB SATISFACTION

7. Tick to indicate the extent to which you agree with the following statements on a scale of 1-5 whereby: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree

S/N	Statement	1	2	3	4	5

1	Top-down decision making facilitates your job satisfaction					
2	Faster decision making facilitates your job satisfaction					
3	Central decision making facilitates your job satisfaction					
4	Central vision from the top facilitates your job satisfaction					
5	Close Control facilitates your job satisfaction					
6	Uniform message to all stakeholders facilitates your job satisfaction					
7	Top-down communication facilitates your job satisfaction					
8	Clear line of authority facilitates your job satisfaction					
9	Clear line of communication facilitates your job satisfaction					

#### PART IV: TO ASSESS THE IMPACT OF CENTRALIZED ORGANIZATIONAL STRUCTURE ON SERVANT LEADERSHIP BEHAVIORS

8. Tick to indicate the extent to which you agree with the following statements on a scale of 1-5 whereby: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree

S/N	Statement	1	2	3	4	5
1	Top-down decision making facilitates Servant Leadership					

2	Faster decision making facilitates Servant Leadership					
3	Central decision making facilitates Servant Leadership					
4	Central vision from the top facilitates Servant Leadership					
5	Close Control facilitates Servant Leadership					
6	Uniform message to all stakeholders facilitates Servant Leadership					
7	Top-down communication facilitates Servant Leadership					
8	Clear line of authority facilitates Servant Leadership					
9	Clear line of communication facilitates Servant Leadership					

**PART V: TO ASSESS THE IMPACT OF SERVANT LEADERSHIP ON EMPLOYEE JOB SATISFACTION**

9. Tick to indicate the extent to which you agree with the following statements on a scale of 1-5 whereby: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree

S/N	Statement	1	2	3	4	5
1	Empathy of leaders in the supermarket encourages positive attitude of employees					



2	Leaders in the supermarket commit to the employee personal and professional development of employees leading to job satisfaction					
3	Leaders in the supermarket persuade employees to take actions hence enhance job satisfaction					
4	Leaders' foresight in the supermarket makes employees happy with their job					
5	Leaders Stewardship (taking responsibility for their actions and performance) encourages employees positively in their jobs					
6	My leader in the supermarket is fair and just when dealing with me hence enhancing my job satisfaction					
7	Leaders' selflessness in the supermarket makes employees happy with their job					
8	Leaders' focus on awareness in the supermarket makes employees happy with their job					
9	Leaders' humility in the supermarket makes employees happy with their job					

**PART VI: TO EXAMINE WHETHER SERVANT LEADERSHIP PLAYS A MEDIATING ROLE BETWEEN CENTRALIZED ORGANIZATIONAL STRUCTURE AND EMPLOYEE JOB SATISFACTION**

10. Tick to indicate the extent to which you agree with the following statements on a scale of 1-5 whereby: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree

S/N	Statement	1	2	3	4	5
1	Centralized structure encourages leaders to support employees which enhances employee job satisfaction					

2	Centralized structure helps leaders to commit to the employee's personal and professional development of employees leading to employee job satisfaction					
3	Centralized structure helps leader's persuade employees to act hence enhance job satisfaction.					
4	Centralized structure facilitates leader's foresight, which in turn makes employees happy with their job					
5	Centralized structure support leader's stewardship thus encouraging employees' positive attitude at work					
6	Centralized structure encourages leaders to be fair and just to their employees which enhances employee job satisfaction					
7	Centralized structure encourages leaders to be selfless which enhances employee job satisfaction					
8	Centralized structure encourages leaders' awareness which enhances employee job satisfaction					
9	Centralized structure encourages leaders to be humble to their employees which enhances employee job satisfaction					

#### FINAL PART – FACTORS INFLUENCING JOB SATISFACTION

- Please tick to indicate the extent to which the following factors affect your job satisfaction according to how you disagree or agree, whereby: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=agree, and 5=strongly agree

S/N	Statement	1	2	3	4	5

A	Job Security					
B	Salary					
C	Non-monetary benefits					
D	Workload					
E	Leadership style of the supervisor					
F	Relation with the supervisor					
G	Relation with workmates					
H	Speed of decisions made by supervisors					
I	Privilege of decision making related to my work					
J	Learning and Career development					

Thank you for participation!

