

REVIEWER'S REPORT

Manuscript No.: **IJAR-52593**

Date: **02-07-2025**

Title: INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL PERFORMANCE OF TIER-1 COMMERCIAL BANKS IN NAKURU COUNTY

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance			✓	

Reviewer Name: Dr.P.Manochithra

Date: **02-07-2025**

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

This study offers valuable insights into the positive and statistically significant relationship between transformational leadership and organizational performance in Kenya's tier-1 commercial banks. By applying Complexity Leadership Theory and robust statistical analysis, the research highlights how visionary leadership and employee empowerment drive institutional effectiveness.

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Detailed Reviewer's Report

“Influence of Transformational Leadership on the Organizational Performance of Tier-1 Commercial Banks in Nakuru County”

1. Overall Evaluation

The manuscript is a well-structured, timely, and empirically grounded contribution to the field of strategic leadership and organizational performance in the banking sector. It explores a significant topic—the impact of transformational leadership—within the specific context of tier-1 commercial banks in Nakuru County, Kenya. The study adopts a sound theoretical framework (Complexity Leadership Theory), employs robust quantitative methods, and delivers actionable insights for banking practitioners and policymakers.

2. Significance and Originality

This study stands out by focusing on the Kenyan banking context, which remains underrepresented in global literature. It adds originality by integrating Complexity Leadership Theory with empirical data from a developing economy. The paper addresses a current issue—leadership amid digital and strategic transformation in banking—offering policy-relevant recommendations for improving organizational performance through leadership development.

3. Structure and Organization

The paper is logically organized and flows coherently through its sections: abstract, introduction, literature review, methodology, data analysis, discussion, and conclusion. The abstract succinctly summarizes the key findings and implications. Tables and figures are used appropriately to present descriptive and inferential statistics.

4. Methodology

The study employs a **quantitative, cross-sectional survey design** with data collected from 142 managers across 34 bank branches. The use of structured questionnaires and Likert-scale items is appropriate for capturing perceptions of transformational leadership and organizational performance. The statistical tools used—descriptive statistics, Pearson correlation, and linear regression—are well justified and correctly applied.

Strengths:

- High response rate (92.2%) lends credibility to the findings.
- Clear operationalization of variables (autonomy, vision alignment, innovation).
- Robust validity and reliability assessments.

Suggestions:

- Future research may consider a longitudinal design to capture leadership impact over time.
- Inclusion of qualitative insights (e.g., interviews or focus groups) could enrich the understanding of leadership behaviors and context-specific nuances.

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5. Data Analysis and Interpretation

The data analysis is well-executed. A statistically significant relationship between transformational leadership and organizational performance is established ($r = 0.562$; $R^2 = 0.334$; $\beta = 0.246$; $p < 0.05$). The findings are well-interpreted and consistent with the theoretical framework. The regression model is clearly reported, and hypothesis testing is logically explained.

Notable Insights:

- Vision alignment had the strongest mean score, reinforcing the role of shared purpose.
- Innovation support and autonomy were also positively perceived, though with more variability.
- Job satisfaction scored the lowest, indicating an area needing further managerial attention.

6. Literature Review

The literature review is comprehensive and integrates both foundational and recent works. The discussion includes relevant African and global studies and highlights gaps in understanding leadership's role in developing economies. The review of Complexity Leadership Theory is especially commendable and strengthens the conceptual foundation.

7. Strengths

- Relevance to banking leadership and strategy execution in developing economies.
- Use of well-established theory (CLT) to ground empirical analysis.
- Strong data quality and clear statistical reporting.
- Practical recommendations aligned with findings.

8. Weaknesses

- The writing could benefit from minor grammatical and syntactic improvements to improve readability.
- The study is limited to one county; broader geographic representation would increase generalizability.
- The paper could more explicitly discuss potential confounding variables or organizational culture influences.

9. Recommendations for Improvement

- Perform minor language editing for flow and precision.
- Consider expanding the scope in future research to include multiple counties or a comparative analysis across bank tiers.
- Add a brief discussion on the implications of digital transformation trends on leadership effectiveness.

10. Conclusion and Final Recommendation

The manuscript is a valuable academic and practical contribution. It demonstrates methodological rigor, theoretical depth, and contextual relevance. The authors provide strong evidence for the positive

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influence of transformational leadership on organizational performance in Kenyan tier-1 banks and offer meaningful recommendations for institutional reform and leadership development.