Research Journal of Business and Finance
Vol. 2 No. 1 (2023): ISSN (Online): 2958-8634.
DOI: https://doi.org/10.58721/rjbf.v2i1.204
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Article History
Received: 2023-03-07
Revised: 2023-04-04
Accepted: 2023-05-02
Published: 2023-05-04

Keywords
Authentic Leadership
Employee Commitment
Financial Management Reforms
Workplace Trust

How to cite?
Gacheru, W., Karimi, J. & Kangu, M. (2023). Workplace Trust's Moderating Effect on the Relationship between Authentic Leadership and Employee Commitment among Managers in Kenyan Public Financial Management Reforms Agencies. *Research Journal of Business and Finance*, *2*(1), pp. 21-48.

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Abstract
This paper addresses the moderating effect of workplace trust on the relationship between authentic leadership and employee commitment in agencies implementing public financial management reforms (PFMRs) in Kenya. Methodically, the study was guided by the positivism research philosophy. The study applied descriptive correlational research design because it reveals accurate information that allows for inferences through hypothesis testing. The population of the study was 747 managers from the Kenyan PFMR implementing agencies. Simple random sampling technique was used to select 260 managers for the study. Primary data was collected using a structured questionnaire. Both descriptive and inferential analysis were employed for analysis. The Binary logit regression model was significant with Chi-square χ^2 (1) = 77.263, p<.001, and the model summary result shows the Nagelkerke R square of .859 (equivalent to R^2 on the linear regression model). In a combined model with all the constructs for authentic leadership; the interaction of the Leader's Relational transparency as an independent variable was significant (β = 13.098, Wald = 6.410, p<.05) while the other constructs were not significant (p>.05). Similarly, the inclusion of workplace trusts as moderating variable shows the interaction with the Relational transparency as an independent variable (workplace trust*relational transparency) was significant (β = 4.235, Wald = 7.759, p<.05). In contrast, the other constructs were not significant (p>.05). This shows, in a combined model with specific constructs for the authentic leadership as the independent variable only relational transparency is significant and has significant interaction effect with the workplace trust as moderating variable in agencies implementing public financial management reforms in Kenya. From the empirical evidence and conclusion, the study recommends that the foundation of effective leadership is when leaders are perceived as having a high degree of

trust and are believed to practice ethical behavior. Trust formation was explained, as well as how trust can be strengthened or lost through leadership behaviors.

Introduction

The government setting is unique because it is highly politicized, complicating the development of trust relationships between leaders and employees. Bligh (2016) proposed that trust can be a buffer during change implementation and mitigate stress, turnover intention, and lower organizational commitment. This study focused on the agencies under the National Treasury of Kenya tasked with implementing PFMRs. KIPPRA (2018) heralds the efficient public financial management system in the national and county governments as an urgent priority for achieving aggregate fiscal discipline, strategic resource allocation, and efficient use of service delivery resources. These are critical if Kenya is to achieve its sustainable development goals. Similarly, Kenya's Vision 2030 defines public expenditure and financial management reforms as one of the priority structural reforms. Specifically, the vision aims to accelerate public financial management (PFM) to boost transparency and accountability efficiency. These reforms aim at alleviating poverty and sustaining economic growth. However, it is argued that the improvements have been deficient.

Trust comprises a perception of danger Siegrist, Luchsinger, & Bearth, 2021 and is a future-oriented state formed by another party's actions and behavior (Corbett & Le Dantec, 2018). Trust can be categorized as interpersonal or impersonal in an organizational context. Examples of interpersonal trust in coworkers and leaders Trust in the organization is an example of impersonal trust (Gucer & Demirdag, 2018; Haynes et al., 2020; Oliveira et al., 2020). Kleynhans, Heyns & Stander (2021a) pointed out that organizational trust is a highly sought-after organizational state. For instance, it has been associated with various positive outcomes such as work commitment, knowledge sharing among team members in an organization (Ferres, Connell, & Travaglione, 2016), and employee performance (Paliszkiewicz & Koohang, 2017). Thus, leaders must strive to promote trusting relationships with their followers regardless of their leadership style.

The Kenyan government had in early 2000 identified a well-functional PFM system as a cornerstone of sustainable economic growth with the initial public management reforms covering the years between 2006 and 2011 (Mutai, Namusonge, and Sakwa, 2018). Nevertheless, Cheruiyot, Namusonge, & Sakwa (2017) posited that there were gaps in the PFMR implementation by the end of 2011. In addition, the changes in the 2010 Kenyan Constitution brought with it prospects of instituting reforms in the public finance management. The Kenyan Constitution advocates for fairness, accountability, fiscal discipline, efficiency, and openness in raising and distributing public financial resources for improved service delivery and economic development. In addition, the enactment of the Public Finance Management Act 2012 and other PFM legislation broadened the scope and demand for PFM reforms. These issues formed the basis upon which the 2018-2022 PMFR strategy was formulated (The National Treasury, 2022; PFMR Strategy Plan, 2022). The PFMR strategy seeks to ensure fiscal efficiency and discipline in utilizing public finances, thus ensuring the availability of resources and that they are used in the best interest of the people of Kenya (Kenya National Audit Office, 2016).

Meanwhile, Mutinda (2021) indicates that some of the nation's ugliest corruption scandals continue to involve public funds under the management of institutions responsible for general financial

management in Kenya. Similarly, employee morale at the same institutions remains low with constant accusations of tardiness, bureaucracy, lack of professionalism, and a seemingly unending image of a coat hanging on the coat hanger while the employee is out perambulating and carrying on their private businesses. Furthermore, PFMRs remain hampered by inefficient management of public resources, wrong prioritization of projects, and managerial inefficiencies (Mutinda, 2021). The sector is in dire need of leadership that could drive the successful implementation of reforms. Beh (2018) surmises that leadership is critical in advancing governance and leading change in government and concludes that effective leadership leads to fundamental reforms in the public sector.

Improvement of employee commitment to change initiatives may have a profound effect on the success of the Kenyan PFMR agencies' efforts. The authentic leadership framework is based on the premise that genuine leadership is related to the pattern of leader habits which draws upon and promotes positive emotional capabilities and a favorable ethical environment. This study explored workplace trust to provide an in-depth understanding of how the work environment affects employees' attitudes and the precise leadership traits and styles that enhance employee commitment during their firm tenure. Results of the study will help to explain why workplace trust is essential in the relationship between authentic leadership style and the ultimate attainment of employee commitment goals in firms.

Public Management Financial Reforms implementing agencies in Kenya believe that employee commitment contributes to workforce stability and better service delivery hence improved performance (Mwangi, 2021). The PFM Report (2017) noted several challenges faced by the various agencies involved in implementing the PFM Act. These include a lack of financial management system at the county level; challenges in leadership whereby they are not knowledgeable in financial and people management; skills and structures available are inadequate, overworking of staff since there is a lack of appropriate staff, stoppage of disbursement of funds to guard against misuse, slow implementation of transition issues, and inadequate infrastructure. These challenges have hindered the effectiveness and efficiency of the PFM implementation and public resources management. Beh (2018) posited that in order to overcome the numerous and varying corporate and governmental crises, we need new leaders that are authentic and influence their employees to be morally upright and work toward the greater good for all and not just reforms and new laws. Authentic leadership is critical in advancing governance and leading successful reforms in government.

Another problem was the empirical work on workplace trust's moderation between authentic leadership and employee commitment. Rego, Lopes, and Nascimento (2019) investigated the mediating role of psychological capital on the correlation between authentic leadership and employee commitment. Sharma (2022) focused on tenure as the moderator of the relationship between authentic leadership, authentic followership, and organizational commitment. Yagil and Medler-Liraz (2019) looked at authentic leadership, emotional expression, and employee engagement commitment and how they are moderated by organizational behavior. The lack of empirical evidence that leveraged workplace trust as the moderating variable was the second gap in the study.

The management of the PFMR agencies is another research gap of the study, specifically the failure of professionalism by employees indicated by lackluster performance and high corruption levels. This indicates slack in implementing the changes envisioned by the PFM Act of 2012. In addition, the demand for the modern-day workplace coupled with globalization has dramatically affected the need

for leadership, particularly in the area of sturdier leader's balanced processing and employee commitment. Employees deal with work-related stress and lack creativity and motivation, leading to lower commitment; thus, the firms' survival is now relatively uncertain. It is now of utmost importance for companies' growth and sustainability to focus on employees' commitment; therefore, it is necessary to measure such employee commitment to gauge the authenticity of leadership. There was a need to carry out the current study to close the managerial gap in research in agencies implementing PFMRs in Kenya.

The following null hypothesis was tested:

> **H_{01}:** There is no significant moderating effect of workplace trust on authentic leadership and employee commitment among managers in agencies implementing PFMRs in Kenya.

This study is anchored on two theories: authentic leadership theory and Social Exchange Theory.

Authentic Leadership Theory

Authenticity in the industry involves being tactfully genuine (Sharif & Scandura, 2018). Authenticity is the concept on which the authentic leadership theory is based, and the authentic leadership style is based on authentic leadership theory (Otken & Cenkci, 2020). An assumption of authentic leadership theory is that a leader's balanced processing and high moral values will improve interactions between leaders and followers (Valsania, Moriano, Alonso & Cantisano, 2019). The authentic leadership theory can help the leadership to uphold ethical and moral values in their day-to-day running of the organization, which will lead to serious fostering of trust within themselves, their followers, and stakeholders at large (Covelli & Mason, 2017). According to Bishop (2019), authentic leadership is being true to oneself in all aspects of life. Suppose a leader is true and honest to him/herself. In that case, there is a high likelihood that he/she can be trusted by everyone, including fellow leaders, employees, shareholders, stakeholders, business partners, and society. This is the most excellent effect of authentic leadership theory, without which the success of a leader and the organization he/she is leading may not be realized.

There are some criticisms of the model of authentic leadership. For example, as authenticity is heavily dependent upon the authentic leader's life story, it will likely be affected by their race, national origin, socio-economic status, and other factors (Zhang, Everett, Elkin & Cone, 2019). Moreover, the extent and effectiveness of a leader's authenticity are relative to the cultural, organizational, and situational context, so no singular interpretation of the theory is possible (Zhang et al., 2019). Zhang et al. (2019) also suggest that authentic leadership theory lacks validity in non-Western contexts such as China. However, as countries' economic growth occurs outside the United States, the construct can be used to form greater cross-cultural understanding and thus might lead to more applicability in non-Western countries. Despite its criticisms, authentic leadership theory continues to be studied, measured, and considered a modern leadership theory. Authentic leadership theory consists of constructs such as transparency, informed decision-making or balanced processing, high ethics, and balanced processing - all of which may be instrumental in bringing about the type of ethical leader image that many organizations desire (Otken & Cenkci, 2020). It is in these that balanced processing was chosen and explored further in this study.

Social Exchange Theory

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior (Cropanzano & Mitchell, 2017). Social Exchange theory supposes that social

behavior results from an exchange process. According to Homans (1958/61), individuals take a relationship's benefits and subtract the cost to determine the relationship's value. This cost-benefit analysis is tempered by expectations or influenced by past experiences. The work relationships research indicates an expectation of reciprocity between the management and staff (Thomas & Gupta, 2021; Cook, Chesire, Rice & Najagawa, 2019; Blau, 2017). Employee commitment stems from the social exchange relationship between employees and organizations, a behavior developed while such exchange relationships are established. According to the authors, employee commitment can be taken as the employees' psychological attributes and feelings about establishing the relationship. Social Exchange Theory has been critiqued for presuming individuals make rational decisions and fails to capture emotions' power in interactions with others. The theory also undercuts the power of social structures and forces that shape perceptions of the world and experiences, shaping interactions with others. Other critics stated that in SET, many similar and overlapping constructs are used to operationalize initiating actions and target responses. Secondly, there is insufficient appreciation of the extent to which some of the constructs frequently employed in social exchange research are hedonically positive (e.g., supervisor support, helping). In contrast, others are hedonically negative (e.g., abusive supervision, incivility) (Fedor, Caldwell & Herold, 2016). The social exchange theory contributes to this study by explaining why employees who perceive an authentic leadership style in their supervisors develop a feeling of obligation to reciprocate with employee commitment and thus improve performance. This theory informs the dependent variable of employee commitment in this study.

Conceptual Framework

Fig. 1 shows the conceptual framework that was adopted for this study, depicting the relationship between the independent, dependent and moderating variable. The independent variable was authentic leadership while the moderating variable was workplace trust and the dependent variable was employee commitment among managers in agencies implementing PFMRs in Kenya.

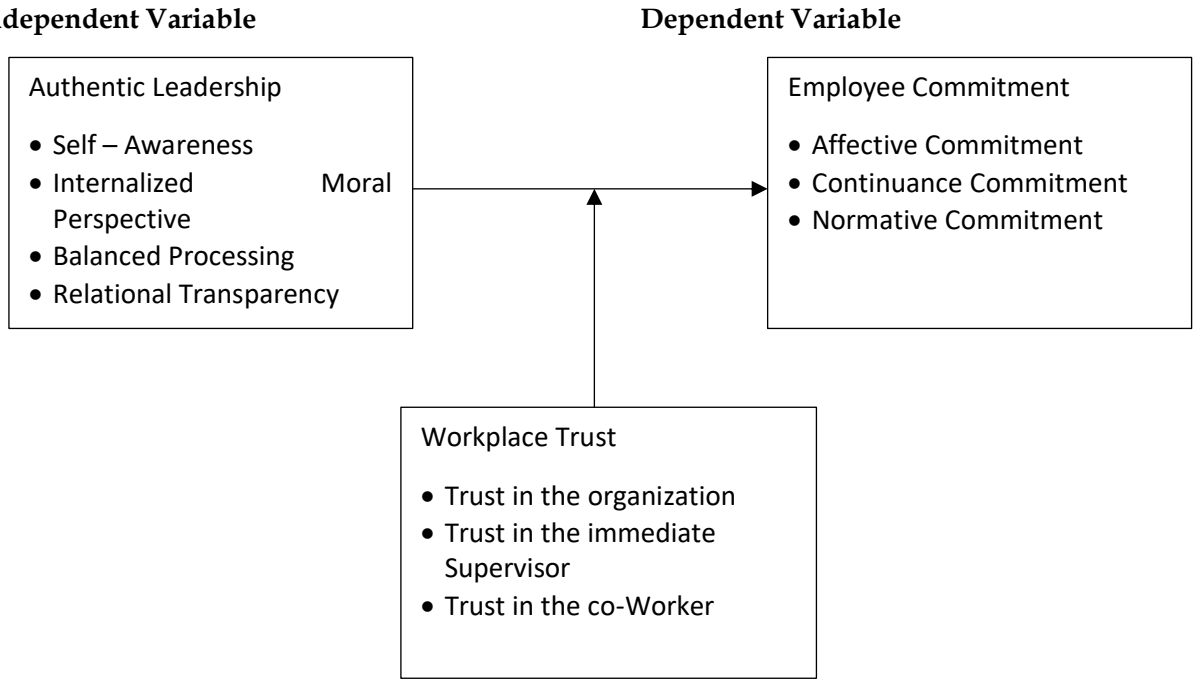

Figure 1: Conceptual Framework

Empirical Review

Beddoes-Jones and Swailes (2019) found that trust is at the core of authentic leadership. Moreover, authentic leadership has a significant influence on trust in the organization, trust in the supervisor, and trust among co-workers (Coxen et al., 2018). Furthermore, Gill and Caza (2018) posited that trust among co-workers could emerge from the authentic culture and climate created by supervisors (authentic leaders) for their subordinates at their workplace. Jiang & Luo (2018) revealed that effective leadership is to gain and win employee trust and requires consistency between the leader's beliefs and actions to help create a lasting relationship with the employees. Hsieh and Wang (2018) found that employee trust acts as a mediator between authentic leadership and employee work engagement, and the relationship is strengthened when the trust level is maintained. Rath et al. (2021) discovered that organizational trust and organizational support strongly predicted employee well-being. Authentic leaders help develop suitable work environments characterized by open, trusting connections between employees and the organization by being transparent, objective, and acting with integrity. The findings corroborate the hypothesis of Baran and Woznij (2020) that employees rely on leaders for assistance and direction.

Kliuchnikov (2021) revealed that the association between authentic leadership and affective organizational commitment was partially mediated by trust. Baykal (2020) argues that authentic leaders exhibit empowering characteristics and can positively influence organizational support views and organizational commitment. In addition, perceived organizational support has been recognized

as an occupation resource (Hobfoll et al., 2018) and has proven to predict greater organizational trust. Amirkhani, Tajalaei, Aghdam, and Mirmohammadi (2020) found that organizational trust influences the relationship between authentic leadership and organizational commitment. Mirmohammadi et al., (2019), Clapp Smith et al., (2019), Kliuchnikov (2021), Kim (2019), and Hedayat (2016) in their research showed that authentic leadership through the mediating role of trust could influence the organizational variables, including organizational commitment.

Hassan & Ahmed (2021) indicated that the authentic behavior of leaders promotes a healthy work environment that fosters the trust level of employees. When leaders are authentic, genuine, and honest towards their employees and maintain transparency in an organization, it influences employee trust, resulting in increased work commitment. Through social interaction between persons, a bond of trust is established (Wang et al., 2019). When a leader openly shares ideas and opinions and clearly states what is expected from them, employees will trust their leader more and will be more willing to get themselves engaged. Moreover, employees always trust their leaders when they are consistent with their words and actions, and this consistent behavior has a positive impact on employee work commitment (Hsieh & Wang, 2018). In order for trust to exist within a leader-follower relationship, a subordinate must observe the following characteristics within a leader: open communication, cooperation, willingness to sacrifice, confidence, and predictability (Clapp-Smith et al., 2019).

Chen and Shen (2017) found that developing trust between managers and subordinates will lead to improved relationships and employees being more willing to participate in decision-making. This improved relationship enables employees to seek increased efficiencies and actively offer input and ideas because they view themselves as an essential part of the organization (Kolditz, 2017). A trusting relationship with leadership has also improved an employee's innovation ability (Ellonen, Blomqvist, & Puumalainen, 2018; Sankowska, 2017; Wang & Ahmed, 2017). Maximo (2019) concluded that authentic leadership is positively related to trust in the supervisor. Therefore, it is evident that when a subordinate perceives his or her supervisor to be authentic, it will foster increased trust in the supervisor. An explanation of the results could be that authentic leaders display integrity and a high moral standard. They include their subordinates in the decision-making process, thereby establishing a deep-rooted sense of trust within their subordinates.

In particular, Rakowska, Valdes-Conca and Juana-Espinosa (2018) found that public managers face the challenge of enhancing employee commitment, motivation, and satisfaction levels at work, particularly during change processes. In USA, Gatling, Kang, and Kim (2016) found that organizational commitment moderated the relationship between authentic leadership and employee turnover intention. They concluded that organizational commitment decreases turnover intention and that augmenting managers' authentic leadership is critical. Ghahroodi, Ghazali, and Ghorban (2019) assessed authentic leadership, employee commitment, work satisfaction, and intentions in turnover in the Malaysian hospitality industry and found a positive association between the variables. Yeboah-Appiagyei et al., (2018) studied authentic leadership and organizational commitment among tertiary institutions in Ghana. They found that there is a significant and positive relationship between emotional and social and emotional intelligence and authentic leadership. Regionally, Walumbwa, Avolio, and Aryee (2021) asserted that little empirical research had addressed Africa's unique leadership and management issues. This has denied African nations of tools to create effective leadership critical to driving economic performance. They surmised that the success of the Asian tigers

highlighted the importance of leadership in developing and exploiting internal analytical capabilities to create a sustainable competitive advantage. They find this to be the untapped potential in Africa.

Quak (2020) revealed that the main challenges regarding PFM include the credibility of the budgets, overruns in expenditure, low mobilization of revenue, and public funds misuse. Therefore, the embezzlement of funds by public officers, inequalities arising in the redistribution of resources, and inadequate checks and balances necessitated reforms in the management of public resources (Society for International Development, 2018). Bachman et al. (2019) examined trust in coworkers and revealed that it is important for workers to trust each other as this helps foster harmony and a good working environment. Agote, Arambu, and Lines (2016) found that authentic leadership is directly and positively related to employees' trust in the leader and the experience of positive emotions. They confirmed that trust mediated the relationship and recommended implementing training initiatives targeting human resource managers to better understand the original leadership concepts and facilitate trust-building. According to Kleynhans et al. (2021a), there is a positive correlation between organizational trust between co-workers and genuine leadership. Since trust can function as a social system's lubricant, it may imply that employees can rely on the promises of people inside their firm (Martins & von der Ohe, 2021)

Materials and Methods

The study was guided by the positivism research philosophy. The study applied descriptive correlational research design because it is the most appropriate as it reveals accurate information that allows for inferences through hypothesis testing. This approach was favored because it explains what is in existence and, in turn, assists in revealing new realities and meanings, thus broadening the scope of the phenomenon under study. The population of the study was 747 managers from the Kenyan PFMR implementing agencies. This study adopted a simple random sampling technique to select 260 managers for the study using Yamane's (1967) formula. Primary data was collected using a structured questionnaire that was designed based on the research objectives. The study employed descriptive statistics such as frequency distribution, mean standard deviation, and coefficient of variation to comprehend the data. Inferential statistics namely correlation analysis and binary Logit regression analysis were used. A significance level of $p \leq .05$ was used by the study to depict a significant association between the dependent and independent variables. The data was presented in tables and figures. The following two models were estimated while checking for the moderating effect.

$$\boldsymbol{Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 \sum_{n}^{i} \beta_i Z_i + \varepsilon_i} \ldots\ldots\ldots\

Results and Discussions

Out of 260 questionnaires that were administered to the managers, 252 managers responded by filling out the online Google questionnaire with a response rate of 97%, considered adequate for the analysis, reporting and, drawing conclusions.

Demographic Information

The total number of male respondents was 57.9% compared to female respondents at 42.1%. On the age of the respondents, 46.8% were aged 30-39 years, followed by 28.6% aged 40-49 years, 21% aged 50-59 years, and the least 3.6% aged 21-29years. Further, more than half (63.1%) of the respondents were master's degree holders while 32.9% had attained bachelor's degrees. In addition, more than a quota (29.8%) had worked for 6-10 years, followed closely by 28.6% who had worked for 11-15years, 16.7% who had worked for 16-20years, 15.5% who had worked for 0-5years, and the last group (15.5%) had worked for over 20years.

Descriptive Statistics

The descriptive statistics for Employee commitment, the dependent variable, showed that the mean value ranged from 2.56 to 3.59 while the standard deviation ranged from 1.400 to 1.527. Since most of the means were above 3.0, the respondents agreed with the questions on employee commitment. On the skewness, all the values were negatively skewed (from -.061 to -.480). Further, the Kurtosis shows all the values were negatively skewed (from -.879 to -1.537), and the standard error of both skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2 hence the distribution of the data was normal. The descriptive shows that all the dependent variable values were normally distributed and ranked as 'agreed.'

Table 1: Descriptive Statistics for Employee Commitment

	Statement	N	Mean	SD	Skewness	Kurtosis
Self-Awareness	I have a strong sense of belonging to my organization because my Leader understands my capabilities (Affective Commitment)	252	3.23	1.446	-.305	-1.316
	I find it very hard for me to leave my organization because my Leader seeks my feedback on day-to-day issues (Continuance Commitment)	252	2.94	1.451	-.101	-1.448
	I feel morally obligated to remain in the organization because my Leader cares about my opinions (Normative Commitment)	252	2.96	1.527	-.061	-1.537
Internalized Moral Perspective	I have a strong sense of belonging to my organization because my Leader is a good role model (Affective Commitment)	252	3.27	1.400	-.358	-1.198

	It would be very hard for me to leave my organization because my leader compliments employees who abide by the organization's ethical codes (Continuance Commitment)	252	3.17	1.439	-.294	-1.303
	I feel morally obligated to remain in the organization because my Leader supports organizational causes that positively impact society (Normative Commitment)	252	3.23	1.423	-.322	-1.223
Balanced Processing	I have a strong sense of belonging to my organization because my Leader encourages discussions and participation in decision-making (Affective Commitment)	252	3.29	1.409	-.240	-1.321
	I find it very hard for me to leave my organization because my Leader values my opinions and ideas (Continuance Commitment)	252	3.15	1.390	-.199	-1.318
	I feel morally obligated to remain in the organization because my leader delegates decision-making (Normative Commitment)	252	3.19	1.435	-.184	-1.373
Relational transparency	I have a strong sense of belonging to my organization because my Leader has created a safe working environment devoid of mistrust (Affective Commitment)	252	3.23	1.487	-.240	-1.390
	It would be very hard for me to leave my organization because my Leader strongly believes in openness and team spirit (Continuance Commitment)	252	3.19	1.505	-.208	-1.458
	I feel morally obligated to remain in the organization because my Leader is genuinely concerned about my welfare (Normative Commitment)	252	3.22	1.482	-.203	-1.413

Workplace Trust	I have a strong sense of belonging to the organization because people genuinely care for each other in this organization (Affective Commitment)	252	3.59	1.251	-.480	-.879
	It is very hard for me to leave my organization because I am part of a team, and they trust me to meet my target (Continuance Commitment)	252	3.46	1.378	-.390	-1.214
	I feel morally obligated to remain in the organization because everyone is willing to go the extra mile for the organization (Normative Commitment)	252	3.35	1.388	-.311	-1.238

The descriptive shows that all the values for the independent variable were normally distributed and were ranked as 'agreed.' the descriptive statistics for Self-Awareness, the independent variable, showed that the mean value ranged from 3.27 to 3.88 while the standard deviation ranged from 1.001 to 1.371. Since most of the means were above 3.0, the respondents agreed with the Self-Awareness questions. On the skewness, all the values were negatively skewed (from -.478 to -1.165). Further, the Kurtosis shows all the values were negatively skewed (from -.014 to 1.261), and the standard error of both skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2; hence the distribution of the data was normal.

Table 2: Descriptive Statistics for Self-Awareness

Statement	**N**	**Mean**	**SD**	**Skewness**	**Kurtosis**
My Leader can list his/her three greatest weaknesses	252	3.30	1.142	-.612	-.587
My Leader can list their three greatest strengths	252	3.75	1.001	-.960	.654
My Leader seeks feedback as a way of understanding	252	3.43	1.272	-.645	-.739
My Leader accepts the feelings they have about themselves	252	3.48	1.186	-.644	-.373
My Leader constantly develops his skills	252	3.62	1.103	-.774	-.027
My Leader knows his strengths and weaknesses	252	3.56	1.143	-.720	-.243
My Leader seeks other people's opinions before making a decision	252	3.38	1.338	-.635	-.840

My Leader is a person of their word. They are honest.	252	3.54	1.212	-.787	-.315
My Leader is very uptight and a high-strung person	252	3.43	1.227	-.534	-.729
My Leader is aware of when they are at their best	252	3.60	1.148	-.764	-.115
My Leader is self-confident	252	3.88	1.024	-1.165	1.261
My Leader remains grounded even when things are overwhelming	252	3.42	1.252	-.604	-.736
My Leader is motivated	252	3.66	1.133	-.881	.045
My Leader believes they are well-liked in the organization	252	3.43	1.163	-.644	-.354
My Leader appears to be competent and carries himself/herself as such	252	3.79	1.132	-1.006	.391
My Leader has in-groups and out-groups	252	3.61	1.108	-.716	.014
My Leader is open to and invites constructive dissent	252	3.27	1.371	-.478	-1.079
My Leader takes full responsibility for decisions made even when things are less than perfect	252	3.31	1.336	-.499	-1.022
My Leader credits the team for great ideas and solutions to problems	252	3.55	1.237	-.749	-.447
My Leader connects with the entire team regularly	252	3.44	1.357	-.550	-.977

The descriptive statistics for Internalized Moral Perspective, the independent variable, showed that the mean value ranged from 3.21 to 3.76 while the standard deviation ranged from 1.012 to 1.346. Since most of the means were above 3.0, the respondents agreed with the questions on Internalized Moral Perspective. On the skewness, all the values were negatively skewed (from -.481 to -1.085). Further, the Kurtosis shows all the values were negatively skewed (from -.087 to 1.025), and the standard error of both skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2; hence the distribution of the data was normal. The descriptive shows that all the independent variable values were normally distributed and ranked as 'agreed.'

Table 3: Descriptive Statistics for Internalized Moral Perspective

Statement	N	Mean	SD	Skewness	Kurtosis
My leaders' actions reflect their core values	252	3.67	1.066	-.771	.087
My Leader is not controlled by group pressure	252	3.49	1.219	-.538	-.754
A high and internal moral compass guides my Leader	252	3.55	1.181	-.680	-.381
My Leader is very vocal and firm on where they stand on issues	252	3.76	1.082	-.923	.189
My Leader takes responsibility and accountability for actions without blaming others	252	3.37	1.346	-.481	-.996
My Leader follows through his words with actions	252	3.68	1.145	-.759	-.300
My Leader has a record of success	252	3.61	1.250	-.749	-.434
My Leader embodies the organizational values	252	3.69	1.144	-.780	-.095
My Leader's skills and aptitudes match his responsibilities	252	3.62	1.213	-.746	-.449
My Leader is even-tempered and never shouts or loses his temper	252	3.36	1.315	-.500	-.870
My Leader admits to making mistakes	252	3.21	1.303	-.328	-1.025
My Leader knows what is important to him/her and knows where he/she stands	252	3.71	1.067	-1.085	.842
My Leader is fair and just	252	3.45	1.228	-.618	-.619
My Leader speaks and acts truthfully	252	3.59	1.172	-.625	-.529
My Leader speaks against immoral behavior	252	3.77	1.012	-1.027	.871
My Leader demonstrates courage when going against immoral practices	252	3.69	1.144	-.764	-.163
I wish to emulate how my manager behaves, communicates, and operates	252	3.40	1.321	-.584	-.849

The descriptive shows that all the independent variable values were normally distributed and ranked as 'agreed.' the descriptive statistics for Balanced Processing, the independent variable, showed that the mean value ranged from 3.31 to 3.68. In contrast, the standard deviation ranged from 1.127 to 1.323. Since most of the means were above 3.0, the respondents agreed with the questions on Balanced Processing. The skewness values were negatively skewed (from -.432 to -.900). Further, the Kurtosis

shows all the values were negatively skewed (from -.078 to 1.036). The standard error of skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2; hence, the data distribution was normal.

Table 4: Descriptive Statistics for Balanced Processing

Statement	N	Mean	SD	Skewness	Kurtosis
Seeks others' opinions before making decisions	252	3.52	1.165	-.736	-.343
Listens carefully to ideas, even of those who disagree with him	252	3.52	1.225	-.751	-.507
Does not stress their point of view at the expense of others	252	3.37	1.244	-.583	-.747
Listens carefully to all opposing ideas before making decisions	252	3.43	1.194	-.674	-.585
My Leader asks follow-up and clarifying questions	252	3.68	1.127	-.900	.078
My Leader actively listens to all opposing views before making a decision	252	3.41	1.276	-.594	-.845
I feel heard by my Leader	252	3.51	1.242	-.758	-.436
My Leader always identifies new and better ways of doing things	252	3.59	1.226	-.675	-.591
My Leader takes courageous actions that benefit the organization	252	3.62	1.207	-.636	-.606
My Leader is a trendsetter	252	3.56	1.247	-.625	-.633
My Leader believes in innate equality, deservedness, and worth of all people	252	3.56	1.300	-.664	-.718
My leader respects and likes people who disagree with his actions and opinions	252	3.31	1.323	-.432	-1.036

The descriptive shows that all the independent variable values were normally distributed and ranked as 'agreed.' the descriptive statistics for Relational Transparency, which was the independent variable, showed that the mean value ranged from 3.25 to 3.80. In contrast, the standard deviation ranged from 1.101 to 1.364. Since most of the means were above 3.0, the respondents agreed with the questions on Relational Transparency. On the skewness, all the values were negatively skewed (from -.252 to -.879). Further, the Kurtosis shows all the values were negatively skewed (from -.207 to 1.216), and the standard error of both skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2; hence the distribution of the data was normal.

Table 5: Descriptive Statistics for Relational Transparency

Statement	N	Mean	SD	Skewness	Kurtosis
Openly shares their feelings with others	252	3.45	1.257	-.471	-.829
Is genuine in all contexts	252	3.41	1.320	-.334	-1.124
Readily admits his/her mistakes to others	252	3.25	1.364	-.252	-1.216
Is rarely disingenuous	252	3.46	1.215	-.368	-.818
Builds beneficial and supportive relationships that achieve cohesion in the organization	252	3.46	1.313	-.474	-.990
Prefers face-to-face communication as opposed to email or third-party communication	252	3.73	1.210	-.879	-.207
Ensures that all organization employees are well informed of the organization's strategic direction, values, and targets	252	3.80	1.101	-.955	.306
I admire how my Leader behaves and communicates as it builds bridges across many divides	252	3.49	1.280	-.514	-.831
My Leader is accessible to all employees despite cadre and maintains an open-door policy	252	3.63	1.303	-.788	-.497
My Leader provides access to information and involves me in decision making	252	3.57	1.305	-.694	-.682
My Leader can name the emotions they are feeling at all times	252	3.43	1.287	-.443	-.881
My Leader can identify what causes a shift to negative emotions	252	3.44	1.324	-.417	-.995
My Leader does not let his emotions get the best of him	252	3.37	1.334	-.408	-1.036

The descriptive shows that all the values for the moderating variable were normally distributed and were ranked as 'agreed.' the descriptive statistics for Workplace Trust, which was the moderating variable, showed that the mean value ranged from 3.21 to 4.10 while the standard deviation ranged from .904 to 1.491. Since most of the means were above 3.0, the respondents agreed with the questions on Workplace Trust. On the skewness, all the values were negatively skewed (from -.220 to -1.274). Further, the Kurtosis shows all the values were negatively skewed (from -.221 to 1.697), and the standard error of both skewness and Kurtosis was small (<.5). The skewness and the Kurtosis were within the range of -2 to +2; hence the distribution of the data was normal.

Table 6: Descriptive Statistics for Workplace Trust

Statement	N	Mean	SD	Skewness	Kurtosis
My organization has a robust policy on conflict resolution	252	3.46	1.355	-.474	-1.065
Organizational values are shared and embodied in the teams	252	3.60	1.313	-.655	-.746
The organization operates as one big family that genuinely cares for each other	252	3.21	1.491	-.220	-1.413
My immediate supervisor invests in employee development	252	3.75	1.202	-.681	-.685
My immediate supervisor admits his/her mistakes and does not pass the blame	252	3.65	1.189	-.580	-.645
My immediate supervisor resolves team conflicts creatively and objectively	252	3.86	1.101	-.806	-.221
My immediate supervisor communicates openly	252	3.94	1.012	-.942	.320
My immediate supervisor trusts me and does not micro-manage me	252	4.03	1.021	-1.331	1.531
My immediate supervisor gives credit where it is due	252	4.07	.957	-1.263	1.514
My co-workers are compassionate and kind	252	4.08	.904	-.980	.812
My co-workers are caring and supportive	252	4.10	.937	-1.077	.821
My co-workers share information openly with the team members	252	3.97	1.011	-.992	.423
My co-workers carry out their duties diligently	252	4.08	.939	-1.274	1.697
My co-worker is qualified for their job	252	4.08	.950	-1.228	1.490
My co-workers do not engage in idle gossip	252	3.65	1.180	-.512	-.743

Factor Analysis

Table 7: KMO an Bartlett's Test of the Workplace Trust

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.924
Bartlett's Test of Sphericity	Approx. Chi-Square	4210.008
	df	105
	Sig.	.000

The KMO test of sampling adequacy was 0.965 with significant Bartlett's test of Sphericity presented as a chi-square result, X^2 (105) = 4210.008. This shows that workplace trust as the moderating variable of the study was adequate for extraction since the KMO measure was greater than 0.6 and Bartlett's test was significant (p<.05).

Table 8: Total Variance Explained and Component Matrix on Workplace Trust

		Component		
		Immediate supervisor	Co-workers	Organization
F1	My organization has a robust policy on conflict resolution			.937
F2	Organizational values are shared and embodied in the teams			.926
F3	The organization operates as one big family that genuinely cares for each other			.870
F4	My immediate supervisor invests in employee development	.727		
F5	My immediate supervisor admits his/her mistakes and does not pass the blame	.757		
F6	My immediate supervisor resolves team conflicts creatively and objectively	.905		
F7	My immediate supervisor communicates openly	.922		
F8	My immediate supervisor trusts me and does not micro-manage me	.900		
F9	My immediate supervisor gives credit where it is due	.895		
F10	My co-workers are compassionate and kind		.877	
F11	My co-workers are caring and supportive		.919	
F12	My co-workers share information openly with the team members		.830	
F13	My co-workers carry out their duties diligently		.949	
F14	My co-worker is qualified for their job		.833	
F15	My co-workers do not engage in idle gossip		.637	

Total Variance Explained;
1 component, Total (9.639), % of variance (64.257)
2 component, Total (1.573), % of variance (10.488)
3 component, Total (1.147), % of variance (7.649)
Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

The moderating variable in the study was workplace trust. The ProMax with Kaiser normalization as the rotation converged in 6 iterations. Three patterns were extracted with a cumulative variance of 82.394%. The first component had the highest square loading variance of 64.2574%; the second component had a square loading variance of 10.488%, and the third had the lowest square loading variance of 7.649%. Further, the rotation sums of squared loadings were >1, similar to Eigenvalue, which shows the three-component extracted were strong. The pattern matrix shows the three-component extracted under the workplace trust as; immediate supervisors, co-workers, and organization. As shown in table 8, questions that loaded under the immediate supervisors had strong loading of >.7 as follows; F4, F5, F6, F7, F8, and F9. Similarly, questions that loaded under the co-worker had strong loadings of >.6, which included questions; F10, F11, F12, F13, F14, and F15. Lastly, questions that loaded under the organization had strong loadings of >.8, including questions; F1, F2, and F3. None of the questions had higher loading of >1 or a lower loading of <.42; hence all the questions were retained for analysis.

Correlation Analysis

Table 9: Correlation Analysis for Moderating Effect of Workplace Trust on Relationship between Authentic Leadership and Employee Commitment

			Employee commitment
Pearson	Workplace Trust	Correlation Coefficient	.693**
		Sig. (2-tailed)	.000
		N	227

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

As shown in Table 9, the relationship between the two was statistically significant; r (227) = .693, p<.05. This shows that the relation was strong (>.5) but not with a higher level of multi-correlation (<.8).

Regression Analysis

The following two models were estimated while checking for the moderating effect.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 \sum_{n}^{i} \beta_i Z_i + \varepsilon_i \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots 8$$

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_7 X_5 X_6 \sum_{n}^{i} \beta_i Z_i + \varepsilon_i \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots 9$$

Amalgamated for Authentic Leadership, representing workplace trust, β_5 is the coefficient for Amalgamated for Authentic Leadership, β_7 is the coefficient for interaction between workplace trust and Amalgamated for Authentic Leadership. The other parameters are as earlier defined.

The Binary logit regression model was used to answer the study hypothesis in two models. Model one includes the four authentic leadership constructs as the independent variables, employee commitment as the moderating variable, and workplace trust as the moderating variable. While model two includes authentic leadership as the independent variable (without the constructs), employee commitment as the moderating variable, and workplace trust as the moderating variable.

Model 1*: Table 10 shows the results of the classification outcome at the beginning and at the full* model. The classification outcome at the beginning of the model shows that 64.5% of individuals were classified using the null model (moderating effect of workplace trust had no significant effect on authentic leadership and employee commitment). In comparison, 91.7% were correctly classified on the full model, which greatly improved.

Table 10: Classification of Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

Classification Table[a,b]

	Observed		Predicted		
			Employee commitment		Percentage Correct
			Disagree	Agree	
Step 0	Employee commitment	1	0	86	.0
		2	0	156	100.0
	Overall Percentage				64.5

Classification Table[a]

	Observed		Predicted		
			Employee commitment		Percentage Correct
			Disagree	Agree	
Step 1	Employee commitment	1	77	9	89.5
		2	11	145	92.9
	Overall Percentage				91.7

a. Constant is included in the model.	a. The cut value is .500
b. The cut value is .500	

The Omnibus test of the model coefficient shows Binary logit regression model was significant with Chi-square χ^2 (1) = 77.263, p<.001, and the model summary result shows the Nagelkerke R square of .859 (equivalent to R^2 on the linear regression model). This shows on the full model; 85.9% of employee commitment among managers in agencies implementing PFMRs in Kenya is attributed moderating effect of workplace trust on authentic leadership and employee commitment, while the remaining 14.1% can be attributed to other factors not included in the study and the error term. The Hosmer and Lemeshow (HL) Test indicated a good fit (χ^2 (8) = 6.580, p>.001) which shows the binary regression model was fit to test the model. The Omnibus and Hosmer and Lemeshow (HL) tests are shown in Table 11.

Table 11: Model Summary and HL Test on Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

Model Summary				**Hosmer and Lemeshow Test**			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square	Step	Chi-square	df	Sig.
1	77.263[a]	.625	.859	1	6.580	8	.583
a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.							

Further, the variables in the equation shown in a combined model with all the constructs for authentic leadership; the interaction of the Leader's Relational transparency as an independent variable was significant (β = 13.098, Wald = 6.410, p<.05) while the other constructs were not significant (p>.05). Similarly, the inclusion of workplace trusts as moderating variable shows the interaction with the Relational transparency as an independent variable (workplace trust*relational transparency) was significant (β = 4.235, Wald = 7.759, p<.05). In contrast, the other constructs were not significant (p>.05). This shows, in a combined model with specific constructs for the authentic leadership as the independent variable only relational transparency is significant and has significant interaction effect with the workplace trust as moderating variable in agencies implementing PFMRs in Kenya as presented in table 12. A unit increase in Leader's Relational transparency in agencies implementing PFMRs in Kenya increased the likelihood of employee commitment by 13.098 (Exp .0001) but with the inclusion of the workplace trust as moderating variable, the interaction effect (relational transparency*workplace trust) increases the likelihood of employee commitment by 4.235 (Exp 69.084). This shows that workplace trust as moderating variable has a significant positive effect on relational transparency but is not significant with other authentic leadership constructs.

Table 12: Binary Regression Model on Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

Variables in the Equation

		B	SE.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
Step 1[a]	Self-awareness	6.652	5.751	1.338	1	.247	774.306	.010	60814872.051
	Internalized Moral Perspective	9.576	7.109	1.814	1	.178	14412.148	.013	16224615813.272
	Balanced Processing	-4.996	4.311	1.343	1	.247	.007	.000	31.630
	Relational Transparency	-13.098	5.173	6.410	1	.011	.000	.000	.052
	Workplace trust	-1.227	3.138	.153	1	.696	.293	.001	137.446
	Self-awareness by workplace trust	-2.027	1.776	1.302	1	.254	.132	.004	4.282
	Internalized Moral perspective by workplace trust	-2.348	2.085	1.268	1	.260	.096	.002	5.690
	Balanced processing by workplace trust	1.582	1.281	1.527	1	.217	4.865	.395	59.853
	Relational transparency by workplace trust	4.235	1.521	7.759	1	.005	69.084	3.508	1360.394
	Constant	-6.002	10.360	.336	1	.562	.002		

a. variable (s) entered on step 1: Self-awareness, Moral perspective, Balanced processing, relational transparency, workplace trust, Self-awareness * workplace trust, Internalized Moral perspective * workplace trust, Balanced processing * workplace trust, relational transparency * workplace trust.

The authentic leadership XII were collapsed to ascertain the above model; binary regression was performed. Table 12 shows the result of the binary logit regression of model two. The classification outcome at the beginning of the model shows that 64.5% of individuals were classified using the null model (moderating effect of workplace trust had no significant effect on authentic leadership and employee commitment). In comparison, 90.5% were correctly classified on the full model, which significantly improved.

Table 13: Classification of Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

Classification Table[a,b]					**Classification Table[a]**				
		Predicted					Predicted		
	Observed	Employee commitment		Percentage Correct		Observed	Employee commitment		Percentage Correct
		Disagree	Agree				Disagree	Agree	
Step 0	Employee commitment	1 0	86	.0	Step 1	Employee commitment	1 73	13	84.9
		2 0	156	100.0			2 10	146	93.6
	Overall Percentage			64.5		Overall Percentage			90.5
a. Constant is included in the model.					a. The cut value is .500				
b. The cut value is .500									

The Omnibus test of the model coefficient shows Binary logit regression model was significant with Chi-square χ^2 (1) = 93.862, p<.001, and the model summary result show the Nagelkerke R square of .823 (equivalent to R^2 on the linear regression model). This shows on the full model; 82.3% of employee commitment among managers in agencies implementing PFMRs in Kenya is attributed to moderating effect of workplace trust on authentic leadership and employee commitment. In comparison, the remaining 17.7% can be attributed to other factors not included in the study and the error term. The Hosmer and Lemeshow (HL) Test indicated a good fit (χ^2 (8) = 6.278, p>.001) which shows the binary regression model was fit to test the model. The Omnibus and Hosmer and Lemeshow (HL) tests are shown in table 14.

Table 14:: Model Summary and HL Test on Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

Model Summary				**Hosmer and Lemeshow Test**			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square	Step	Chi-square	df	Sig.
1	93.862[a]	.599	.823	1	6.278	8	.616
a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.							

Further, the variables in the equation show that authentic leadership as an independent variable was not significant (β = .641, Wald = .622, p>.05). However, the inclusion of workplace trusts as moderating variable shows the interaction with the authentic leadership as an independent variable (workplace

trust*authentic leadership) was significant (β = .613, Wald = 12.225, p<.05). This shows, in a combined model, authentic leadership as the independent variable is not significant. However, the inclusion of workplace trust as a moderating variable is significant in agencies implementing PFMRs in Kenya, as presented in table 15. A unit increase in a leader's authentic leadership with the inclusion of workplace trust as moderating variable (authentic leadership*workplace trust) increases the likelihood of employee commitment by .613 (Exp 1.846). This shows that workplace trust as moderating variable has a significant positive effect on the relationship between authentic leadership and employee commitment.

Table 15: Binary Regression Model on Moderating Effect on Workplace Trust on Authentic Leadership and Employee Commitment

		B	SE.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
Step 1[a]	Authentic leadership	.641	.813	.622	1	.430	1.899	.386	9.337
	Authentic leadership by workplace trust	.613	.175	12.225	1	.000	1.846	1.309	2.604
	Constant	-8.978	1.558	33.220	1	.000	.000		

a. Variable(s) entered on step 1: Authentic leadership, Authentic leadership * workplace trust.

Results from the analysis show that Nagelkerke R-squared (R^2) for model one was .823, implying that 82.3% of employee commitment among managers in agencies implementing PFMRs in Kenya is attributed to authentic leadership. Further, the variables in the equation show that the interaction of authentic leadership and workplace trust as moderating variable (p<.05) was significant.
From this, the null hypothesis of the study was rejected indicating that there is a significant moderating effect of workplace trust on authentic leadership and employee commitment among managers in agencies implementing PFMRs in Kenya

Discussion of Findings

The study findings revealed a positive and significant relationship between employee commitment and workplace trust. This showed workplace trust had a positive and strong correlation with employee commitment. The findings were similar to Hsieh and Wang (2018), who found that employee trust acts as a mediator between authentic leadership and employee work engagement. The relationship is strengthened when the trust level is maintained. Shokley-Zalbak, Ellis, and Winograd (2020) argue that organizational trust positive individual perceptions that people have about the content and behavior of members of the organization based on roles, communication, experiences, and organizational ties are formed. In addition, a study by Chen and Sriphon (2022) indicated that authentic leadership was linked positively to social exchange relationships and trust. Furthermore, an authentic leadership style can promote a healthy and supportive work setting characterized by sound

relationships and trust among team members, follower trust in their leaders (Asad et al., 2021) and their organization (Alkaabi, 2018; Kleynhans et al., 2021a). Thus, it is plausible to argue that increased levels of trust can be ascribed to the example of authentic leaders characterized by high moral standards, honesty, transparency, and integrity.

The regression analysis showed that workplace trust moderates the relationship between authentic leadership and employee commitment positively and significantly. Thus, the null hypothesis was rejected, revealing a significant moderating effect of workplace trust on authentic leadership and employee commitment among managers in agencies implementing public financial management reforms in Kenya. These findings affirm a study by Amirkhani et al., (2020) aiming to investigate the effect of authentic leadership on organizational commitment through the mediating role of organizational trust. The study found that organizational trust influences the relationship between authentic leadership and organizational commitment. Mirmohammadi et al., (2019), Clapp Smith et al., (2019), Kim (2019), and Hedayat (2016) in their research showed that authentic leadership through the mediating role of trust could influence the organizational variables, including organizational commitment. Tabak et al., (2018) found that authentic leaders can positively affect team member trust in the organization, intrinsic motivation, job satisfaction, and commitment and may add value in times of uncertainty. Imran et al. (2020) found perceived organizational support to be linked positively to flourishing and work engagement.

Ribeiro, Duarte and Fidalgo (2020) revealed that authentic leadership through organizational trust leads to commitment and improved employee performance. Kliuchnikov (2021) established partial mediation of trust in the correlation between authentic leadership and affective organizational commitment. These findings point to the contribution authentic leadership makes to building solid organizations with committed employees who share the vision and goals of an organization and thus achieve more than they would in their own self-interest. However, trust does not mediate the relationship between authentic leadership and normative commitment.

Furthermore, Maximo (2019) found an indirect effect of authentic leadership on work commitment and engagement via trust in the supervisor. Authentic leadership positively affects trust in the supervisor, resulting in increased work commitment. For a subordinate to perceive a leader as authentic, a level of trust must be present between the leader and the subordinate. Furthermore, components of authentic leadership, such as authentic action and relational transparency, are positively related to a subordinate's trust in a leader. Trust between a leader and subordinate also positively predicts employee work engagement (Bamford et al., 2018; Hassan & Ahmed, 2021).

Moreover, authentic leadership is positively related to trust in the supervisor. Therefore, it is evident that when a subordinate perceives his or her supervisor to be authentic, it will foster increased trust in the supervisor. An explanation of the results could be that authentic leaders display integrity and a high moral standard. They include their subordinates in the decision-making process, thereby establishing a deep-rooted sense of trust within their subordinates (Maximo, 2019). A study done in the mining industry in South Africa found the implementation of authentic leadership to be a challenge faced by mines in South Africa (Bezuidenhout & Schultz, 2018). The study also found that there was no environment of trust and openness among employees due to the lack of effective, authentic leadership. Therefore, companies must cultivate authentic leadership skills in their supervisors to create an environment of trust. This environment of trust will lead to openness and transparency among all employees.

Conclusions

The study concludes that higher employee commitment is achieved when authentic leaders provide a safe and healthy workplace and encourage good work relations. Trust results from the normative, affective and cognitive components; therefore, without understanding the antecedents that create and foster trust, leaders fail to achieve optimal and sustainable performance from their employees. The study recommends that leadership behavior in PFMR agencies is critical to achieving the trust of employees. The foundation of effective leadership is when leaders are perceived as having a high degree of trust and are believed to practice ethical behavior. Trust formation was explained, as well as how trust can be strengthened or lost through leadership behaviors. Leadership style plays a large part in developing and increasing an employee's trust in their leader. Essentially, leaders must say what they are going to do, then do what they say they will do. They need to be careful to make commitments carefully and keep them at all costs. If commitments cannot be kept, it is essential to acknowledge this as soon as possible and never make excuses or break confidences to get out of a commitment they have broken.

The findings of this study support the authentic leadership theory which can help the leadership to uphold ethical and moral values in their day-to-day running of the organization, which will lead to serious fostering of trust within themselves, their followers, and stakeholders at large. Authentic leadership is being true to oneself in all aspects of life. Suppose a leader is true and honest to him/herself. In that case, there is a high likelihood that he/she can be trusted by everyone, including fellow leaders, employees, shareholders, stakeholders, business partners, and society. This is the most excellent effect of authentic leadership theory, without which the success of a leader and the organization he/she is leading may not be realized. The findings will inform principal secretaries and the public finance management sector on enhancing employee commitment, helping retain committed employees in the sector, ensuring change happens when it is due, and ensuring that the organizations retain the right staff committed to their jobs. This study's findings will inform the public sector's makers on enhancing employee commitment to policy changes and developing policies that entrench employee commitment to effective service delivery. The study may help in adding more information and knowledge on the theory of authentic leadership which is the core theory of study and its effect on employee commitment as well as helping in providing knowledge on the gaps created from the authentic leadership theory as regards to the different constructs of the theory and how it affects the commitment of employees.

The study was limited to the scope of the income side of the implementing agencies. The study also collapsed the departments under the Ministry of Finance into one umbrella body. Consequently, the study recommends extending the study to other government agencies to understand better the influence of authentic leadership on employee commitment of agencies and clustering the 19 agencies represented in the secretariat. Secondly, the study targeted all employees of the agencies. While it is true that authentic leadership affects all employees, top management would also give a clear view of the challenges they face in managing the firms. This would enrich the study findings concerning the challenges faced by top management and how it affects overall employee commitment. Accordingly, the study recommends the inclusion of other moderating variables, such as job satisfaction and work environment, in future authentic leadership research. Future studies could also delve more profoundly into other dependent variables such as task performance, organizational citizenship behavior, and employee engagement.

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