LEADERSHIP STYLES AND IMPLEMENTATION OF DEVOLVED GOVERNMENTS IN KENYA: A CASE STUDY OF KISII COUNTY

NOAH OKONG’O ONGIGE

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER DEGREE IN MANAGEMENT AND LEADERSHIP

OCTOBER 2018
DECLARATION

This research project is my original work and has not been presented for the award of any degree in any other institution of higher learning.

Signature: ………………………… Date: ……………………………………

NOAH OKONG’O ONGIGE

MML/7/00069/2/2016

This research project has been submitted for examination with my approval as University Supervisor

Signature…………….. Date………………………

EMMANUEL AWUOR, PhD

The Management University of Africa
DEDICATION

I dedicate this research project to Almighty God for giving me the gift of life. Special dedication goes to my family that is my wife Susan, children namely; Dinlay, Daniellita and Lazarus for their humble time to me during the writing of this Research Project. The same is extended to my friends at large may all have the protection of our greater savior. May our loving God bless you all. Thanks.
ACKNOWLEDGEMENT

At the first instance I would like to thank our Almighty God for allowing me the opportunity to complete this Research Project. Besides, I would like to appreciate the following personalities who have directly participated in making this research successful and they include the following; Dr. Emanuel Awour of The Management University of Africa who guided, motivated & encouraged me throughout this project writing as my supervisor, the library fraternity of MUA for checking the plagiarism level in my research project. I can’t forget Mr. Vincent Omollo Nyangaresi who supported me morally by encouraging me to be determined to ensure that I have completed the Research Project within the stipulated time-line. Further I do thank the staff and management of Kisii County for taking their precious time to respond to my questionnaires which enabled me to obtain the data that I needed in this Research Project. Also I remember Mr. Kinyanjui my classmate for he did not get tired whenever I consulted him for any clarification in regard to our course work.
ABSTRACT

This research study sought to find out the influence of leadership styles on the implementation of devolved governments in Kenya. The Kenyan constitution enacted in 2010 advocated for the establishment of new forms of governments, often referred to as devolved or county governments. These devolved units require effective and efficient leaders to manage them in order to achieve their goals as envisioned in the constitution. Since these are new structures of government and administration, the workers within these county governments need to change the way they do things in order to align themselves with the new frameworks. Additionally, the national government normally requires that the devolved units implement some new technologies, which in turn necessitate some skill changes among the staff that interact with these technologies. Good leadership styles are required here to guide organizational changes towards a direction that will enable these governments achieve their goals, objectives and vision. The employees’ ways of life has a direct effect on their performance within an organization, which in turn affect the overall performance of the organization as a whole. Poor leadership styles often lead to improper culture among the subjects that may render new technologies and structures of government ineffective, inefficient or unusable. To this end, this research specifically endeavored to: find out the effect of transactional leadership style on the performance of devolved governments; establish the influence of transformational leadership style on implementation of county governments; determine the impact of participative leadership style on the execution of devolved systems of governance within the country; and ascertain the effect of servant leadership style on the discharge of county government functions in Kenya. To achieve these research objectives, a descriptive research design was adopted. The target population was 285 which included the management and staff working in Kisii County government. Simple random sampling was employed to select respondents for this study and the required data was collected by use of questionnaires. Thereafter, these data was presented in tables and figures for further analysis and interpretation. Multiple linear regression analysis was carried out between the four leadership styles and the implementation of devolved governments. The results showed that transactional leadership style with a correlation coefficient of 0.9536 had the strongest influence on the devolved governments followed by transformational which positively affect the followers and institutional performance with a correlation coefficient of 0.5526, servant leadership where a leader serves as a model for others in his revolutionary approach where its correlation coefficient was 0.148 and participative leadership style which drags decision making as consensus is sought from subordinate which cannot be achieved easily it had correlation coefficients of 0.0438. From the study it is evidenced that transactional type of leadership is appropriate and applicable in the devolved government as opposed to participative type of leadership which is advocated by our Kenyan constitution 2010 under article 118 and other researchers. This research shall enable county governments to understand the kind of leadership to be employed in implementing the devolved governments. The recommendations are then that devolved governments within the republic of Kenya should embrace transactional leadership style features such as proper remuneration, encouraging staff to achieve the best results depending on their portfolio, being confident on the staff abilities to deliver these results, and setting goals and standards for the staff to act as frequent reminders of the county expectations from them.
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<tr>
<td>ANOVA</td>
<td>Analysis Of Variance</td>
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<tr>
<td>CVI</td>
<td>Content Valid Index</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>IFMIS</td>
<td>Integrated financial management system</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission Of Science Technology And Innovation</td>
</tr>
<tr>
<td>SEM</td>
<td>Structured Equation Modeling</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Over the years, many people have yielded to the concept that good leaders are not born, but can be made. For one to become a good leader, qualities such as experience, knowledge, commitment, patience, and negotiation skills that can enable the leader to negotiate and work with employees in order to achieve the laid down goals. Zakeer et al., (2016) points out ideal leadership skills are achieved through self-study, education, training, and the accumulation of relevant experience. Out the many researches which reveal that there is no one correct type of leadership led to theories that the best leadership style depends on the situation. These theories try to predict which style is best in which circumstances. In employing a type of leadership style depends on what is to be achieved in the organization.

According to Teddy and Priyono (2016), the foundations of a good leadership center around strong character and selfless devotion to an organization that one is working for. Effective leaders seem to have a strong commitment to a goal that is much bigger than themselves. These leaders are always determined to make differences out of their commitments and focus to ensure that the made is positive. Leaders tend to have a strong faith and believe in what they are doing and also believe in the people they are working with. Not all who have leadership title can lead, faith and believe allows the leaders to try again, to think of new solutions, to take further risks, to enroll and mobilize others in the face of certain leadership. Effective leadership leads to production of more leaders and not more followers. Successful leaders tend to spend a great deal of their time producing more leaders by coaching, testing, supporting, rewarding, among others. These leaders perch their demands for continuous improvement on a foundation of gratitude and appreciation. Such leaders are always thankful for achievements, obstacles and challenges. Through this even the employees are encouraged and motivated, leading to positive results within an organization. Always the followers will feel recognized. When leadership is viewed from the side of the staff, leadership can be regarded as all those things people in authority carry
out that have the capability of influencing objectives achievement and the general well-being of both the subordinates and the organization as a whole. One of the fundamental aspects of leadership is dependability. This is because conviction towards a leader is essential to all forms of organized human groups in education, business, military, religion, government, or even in international organizations (Rose et al., 2015). Responsibility is another important quality that leaders should embrace. This is because in most cases, the people in authority are charged with tasks and decisions that dictate how an organization attains various objectives by effectively utilizing the available resources, both human and material. Leaders should not be managers, leaders are to be directing by developing the organizational vision and communicating it to the employees and inspiring them to achieve it. Always effective leaders should be knowing the nature of work of their subordinates in order to enable them to win the confidence and trust of their subordinates. Responsibility and accountability is paramount trait for leaders. Leaders must have a sense of responsibility towards organizational goals.

1.1.1 Leadership styles

In an organization, leadership styles institute and communicates to all the subordinates the mission, vision and goals of the enterprise. The leadership styles are based on various leadership theories such as transformational, transactional, and participative and servant leadership styles. While transformational leadership style associates with constructive outcomes on individual as well as organizational levels, the transactional leadership style stresses on the achievement of results and requires that leaders have an intrinsic confidence in their workers to end the job to a satisfactory standard (Sundi, 2013). Participative leadership style on the other hand encourages the sharing of power and decision making process with subjects. On its part, servant leadership is characterized by a great consideration for others and the leaders here are first and foremost concerned about the welfare of their subordinates. Consequently, a leader within an organization has a chance to embrace one or more of these leadership styles, which effectively dictates the kind of leadership style that is practiced within an organization.

In their study, Sinisa et al., (2016) noted that enterprise customs and ways of life can significantly dictate the soundness or oblivion of an enterprise. All enterprises have organizational cultures, and depending on their strength, they can have an outstanding persuasion on
the employees’ attitudes and behaviour. The leaders in an organization have the capability of adjusting its operations or remaining dormant, inventive or unadventurous, paying particular attention to its surroundings. The changes within an organization can vary from small scale to large scale, and to survive in the business setting, the people within an organization must adjust their mode of doing things (Sysinger, 2012). This explains why a number of business entities carry out some assessment regarding their mode of doing things, and if need be, the leaders work out ways of manipulating these customs so as to stay competitive in their operations.

Ideally, a business entity should have the ability to change their operations as the environment in which the business operates changes. Petrakis and Kostis (2013) point out that the present commerce environment is influenced by factors such as globalization, changes in technology, limited resources, and worldwide economic crisis. All these forces play a major role in increasing competitive rivalry among businesses and generate desire for change. Under these circumstances, change becomes unavoidable. The kind of leadership style employed within an organization has an influence on the subjects’ ability to embrace change.

As Liang et al., (2014) explain, corporate business environment has turned out to be more and more globalized. The effect of this is the expansion of international cooperation between companies. This means that to come up with profitable enterprises, the leaders must understand how to successfully deal with organizational changes. In addition, they need to comprehend the association between organizational culture and change. The method that leaders utilize in ensuring that employees remain competitive in the new working environment can adversely affect the organization’s ability to deliver on its goals.

A study by Petrakis and Valsamis (2013) concluded that organizational changes can include custom operational enhancements or far-reaching revolutionary changes. These may include changes such as mergers and acquisitions, expansions, the implementation of new systems to assist in activities such as decision making and budgeting, and enhancement of the ways of carrying out activities. They may also entail activities such as streamlining of the enterprise departments such as rationalization, putting in place novel technologies and adjusting business game plans. Diligent and appropriate leadership styles are necessary in these situations to ensure that the organization remains focused on its vision and mission as these changes are introduced.
Majority of the organizations depend on their employees to adapt to changes. However as Christopher (2015) points out, the alterations of processes takes place gradually, may be at sometimes very complex to carry out or even cumbersome to achieve at all. Examples of these changes that may be cumbersome to come by are socially unfavorable changes. Organizational activities such as closures of plants, redundancies for cost reduction, management strategy changes, price restructuring that may prompt lay-offs, the amalgamation of processes, and a diminish in corporation value all point to the fact that change remains a problem. Leaders and their leadership style have a role to play in this respect in trying to make the employees understand that the new changes are necessary for their own well-being as well as that of the organization.

According to Smriti(2016), organizational members’ reactions to change show a discrepancy depending on the nature of the changes being put in place. In addition, incongruity may be observed in situations where members of an organization have varying individual aspirations. Employee reactions to change may entail passively opposing it, silencing individual advocating for change, declining to participate in joint problem-solving, turning down any effort towards finding a common ground, sabotaging, and assertively attempting to dent it, or genuinely accepting it. Appropriate leadership style such as participative approach is ideal here in ensuring that employees are involved in the drafting of the changes and that they are allowed to give their input on how the changes should be effected. This will make the subordinates embrace changes as they feel that their needs were catered for and their input was included in the drafting of new ways of doing things within an organization.

Kendra (2016) explains that leadership is one of the most fundamentally significant components that dictate the success or failure of organizations. This is because leaders are normally accountable for their decisions and actions, and this concept is significant as it helps instill professionalism and diligence among the people in authority.

Omer et al., (2014) explain that leaders must strive to build cohesion and coherency in their organizations. As a leader, one must be able to influence a group of subordinates towards goal attainment. As people work in various departments and groups, conflict are bound to occur.
These conflicts if not handled properly have the potential of derailing the organization from achieving its mission and vision. It is the responsibility for the person in authority to come in and help solve these conflicts in an effective way so as to boost cohesion within an enterprise.

Although leadership has been a very crucial topic of interest in the management studies, Northouse (2013) points out that there is no common definition of this term, nor is there an agreement regarding the idea that leadership centers around the process of influence between the people in authority and subordinates in order to ensure organizational goals attainment. However, majority of the scholars agree that leadership is generally concerned with the activities of directing and controlling the actions performed by a group of subordinates who are ready to be led by a person.

The concept of leadership has been studied extensively over the past years but still remains fairly puzzling due to the fact that none of the leadership theory can wholly account for the diversity of leaders and the nature of their leadership dealings. In their study, Ali et al., (2015) explain that leadership is the relation between an individual who controls the behavior or activities of other individuals. For effectiveness, the leadership style should be adaptive such that it can be adjusted to suit a particular operational environment. The kind of leadership style that is employed within an organization dictates the success or failure of an organization.

Due to the increased global competitions occasioned by technological advances, changing legislative regulations, or changing employee attitudes, organizations must continuously look for innovative ways of surviving and prospering in this environment. This can be achieved only if there is prudent leadership on the side of the organization management. This is particularly important in situations where enterprises experience some changes. Effective leadership is very important in this situation if the challenges accompanying change management are to be effectively handled.

1.1.2 Implementation of Devolved Governments

The Kenyan constitution that was enacted in 2010, advocates for the establishment of devolved governments. The focus of these new forms of government was the decentralization of
operations and stimulates development in various parts of the country (Mukabi et al., 2015). This was in realization of the fact that, although local governments were meant to address the regional development problems, they failed since they still embraced a strong centralized governance arrangement. This shift from centralized form of government to devolved forms of government is regarded in this study as a form of organizational and operational change from the viewpoint of the employees.

Given that majority of the employees within these devolved governments were inherited from the municipal, city and county councils, some form of organizational change including leadership style and employees’ ways of doing things is required in order to align with the goals and missions of the devolved governments. For instance, devolved governments have been characterized by heavy utilization of technology in budgeting and planning, which require that the employees positively embrace this new technology for the county governments to attain some good operational efficiency. Effective leadership styles and skills are essential for this operational as well as technology changes.

The devolved government staff’s customs have the ability of influencing the employees’ life within their workplace. In addition, and in general it helps the county government to achieve positive financial goals. In addition, these customs are necessary in the attainment of in-house amalgamation and execution of the approach of adjustment in the outer business atmosphere. According to Sandro (2016), it is important for organizations to find out their organizational culture. Leaders should also be in a position to shape and direct employee behavior in a given direction whenever the need to do so arises.

The Kenyan constitution that was enacted in 2010 provided for the establishment of devolved governments headed by governors. These devolved units consist of diverse groups of employees, some of which were absorbed from the defunct municipal, county and city councils. Since the county governments are new forms of governments, the employees need to adapt to the new forms of government by adjusting their ways of doing things. There is need to study the influence of leadership styles in the implementation of the devolved governments. This is in realization of the fact within a period span of four years; it has become evident that there exist
challenges in the effective implementation of these devolved units of government. This study targeted management and staff of Kisii County government.

1.2 Statement of the Research Problem

At present, scanty empirical evidence exists on the effects of county government leadership styles on the implementation of the devolved governments in Kenya, and yet appropriate leadership styles are needed to direct the employees within county governments towards the desired directions that are in line with its mission, objectives and vision. There exist numerous leadership styles and many factors that influence organizational performance. However, most of the leadership theories exhibit some weaknesses which make them inappropriate for certain situations. For instance, transactional leadership style does not motivate workers to achieve beyond the expectations (Martin et al., 2013), while transformational style falls short of adequate recognition of the effect of situational and context constructs on leadership efficiency (Jim, 2014). On its part, participative style requires long time in an effort to get everyone’s input (Tandin, 2015), while servant leadership de-motivates employees since they will just sit back and wait for the leader to come to their rescue and fix issues, instead of struggling and coming up with innovative ways of handling situations (Kim et al., 2014). Consequently, the type of leadership style can lead to the success or collapse of an organization.

Kenya has adopted devolved governments, with majority of employees being the ones who used to work at the county, city and municipal counties. Since devolved governments operate relatively different, some form of organizational change is required on the part of the employees. The devolved leaders must adopt a leadership style that promotes change, encourages employees to achieve beyond expectations and inculcates quality service delivery to the citizens. However as Michael (2016) explains, the enterprise changes may be very gradual, cumbersome and in some cases, unachievable. An ideal leadership style is needed to direct employee culture in certain path so as to achieve better devolved government performance.

As such, this study sought to establish the influence of leadership styles on the implementation of decentralized forms of governments, a case study of Kisii County. This is in realization of the fact that effective implementation of devolved governments in Kenya has been met with numerous challenges. While some county governments have recorded remarkable economic
developments, others are still grumbling with increased cases of corruption among its leadership and employees at the expense of positive development. Whereas successful county government leaders and employees see devolved units as an opportunity to spur local development in their regions, others have regarded this as a perfect opportunity to loot and enrich themselves (Amisi and Rotich, 2015). The causes of this can be attributed to different cultures and leadership styles in these devolved units.

1.3. General Research Objective

The main objective of this study was to unravel the relationship between devolved governments’ leadership styles and the implementation of the devolved governments in Kenya, using Kisii County as a case study.

1.4 Specific Objectives

The specific objectives for this study were to:

i) Find out the effect of transactional leadership style on the performance of devolved governments.

ii) Establish the influence of transformational leadership style on implementation of county governments.

iii) Determine the impact of participative leadership style on the execution of devolved systems of governance within the country.

iv) Ascertain the effect of servant leadership style on the discharge of county government functions in Kenya.

1.5 Research Questions

i) How does transactional leadership style affect performance of devolved governments?

ii) To what extent does transformational leadership style influence the implementation of county governments?

iii) What is the impact of participative leadership style on the execution of devolved systems of governance within the country?
iv) To what extent does servant leadership style affect the discharge of county government functions in Kenya?

1.6 Significance of the Study

The way a county government is administered has a great impact on the employees working within that county government. Leadership styles that take into consideration employee welfare have the ability to keep the employees motivated. In turn, motivated employees can endeavor to work hard towards the attainment of the government’s mission and objectives. This study is therefore important as it helped to identify the kinds of leadership styles being practiced within Kisii County as well the impact of these leadership styles on the performance of these governments.

1.6.1 County Governments

The ultimate goal of devolved governments is to spur economic development throughout the country. To achieve this, the county leaders must create conducive organizational culture, for instance by using personal characteristics such as charisma that can enable them attract the interest of the county employees and inculcate beneficial norms. However, some leaders may lack this ability, in which case other techniques can be employed in the formation and nurturing of customs. This culture is very crucial for the successful implementation of devolved government agendas. This is the area that this study sought to address by establishing the relationship between leadership, county staff culture and the implementation of devolved governments.

1.6.2 Scholars and Academicians

Notable scholars and academician in leadership theories and styles include Thomas Carlyle who formulated the great man theory that claims that some people are born with great potentials that enable them direct and guide others, Max Weber, who stated that charisma among leaders enable them to attract enthusiasm from other, Gordon Allport that came up with the trait leadership theory that postulates that people are either born or are made with certain qualities that will make them excel in leadership roles. On leadership styles distinguished scholars include
Greenleaf, who introduced servant Leadership, Feidler and House who identified two additional leadership styles focusing effectiveness of the leadership.

1.7 Study Scope

The subject scope of this study was leadership styles, county staff and the implementation of the devolved governments. The leadership factors that enhance or inhibit successful implementation of devolved units were also studied. The geographical scope of this study was Kisii country government, which is one of the counties within the republic of Kenya. While the time scope was one year, which is in line with the university stipulation for research work.

1.8 Limitations and Delimitations

The anticipated limitations of this study were the unwillingness of the respondents, who consisted of county government leaders and staff, in providing relevant data that was required for this study. The research addressed this by assuring the respondents that the data they supplied as responses to the study questionnaire was for academic reasons only and not for any other reasons whatsoever.

1.9 Chapter Summary

In this chapter, a short introduction of the research area has been provided. The various constructs and variables of the study including, leadership styles, organizational culture and the devolved governments have been discussed. In addition, the statement of the problem, the objectives, both general and specific, scholars and academicians in this field of study have also been illustrated. Towards the end of this section, the rationale and importance of this research study, its scope, limitations and delimitations have been pointed out.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter, a general idea regarding the study area, which includes leadership theories, the effects of these theories on devolved government performance and the empirical literature concerning leadership styles and organizational performance. Towards the end of this chapter, a conceptual framework as well as the operational framework for this study is given.

2.2 Theoretical Literature Review

Leadership can be regarded as the form of course that a person in authority can prescribe to subjects under him. The main reason for leadership is to enable the subjects to accomplish the organizational objectives in a timely and proficient manner, making excellent use of all the resources at their disposal (Eric et al., 2014).

According to Abdollah et al., (2014), leadership entails the process of influencing the subjects in such a way that they work willingly towards the attainment of organizational goals. To accomplish this, leaders usually build teams and develop the ability of these teams so that they can make independent and sound decisions. Since stewardship is all about change and control, it forms a major and most vital component of any organization and its success or failure.

Rose et al., (2015) point out that leadership is concerned with all types of responsibilities whose main objective is the attainment of particular goals, usually by the application of available resources, both human and material. There is also the need for ensuring a unified and articulate organization in the process for all these goals to be realized. The responsibilities of any leader in an enterprise revolve around management tasks, carrying out innovations, inspirations, building trust among the stakeholders, drafting long-range plans, initiating and motivating people to effectively perform their duties, roles and responsibilities. In the subsections that follow, the various leadership theories are discussed.
In their study, Chioma et al., (2016) noted that a number of perspectives into leadership are based on the diverse features that serve to separate leaders from non-leaders. The traditional leadership theories were hinged on the personality of the leaders. On the contrary, the current leadership theories are based on the existing state of affairs. This means that the circumstance in which stewardship is applied is influenced to a large extent by skills and intrinsic features of the manager.

According to Eric et al., (2014), the current leadership theories can be categorized based on three viewpoints, namely stewardship as a process or relation, leadership as an amalgamation of intrinsic features, and leadership as a group of definite behaviors. Among the most common leadership theories there is the impression that to some extent, leadership is a process that consists of someone controlling a group of people towards the attainment of certain set objectives.

A lot of interest on leadership grew during the early part of the twentieth century. During this time, much interest was on the qualities that differentiated between managers from the subjects (Nwokocha and Iheriohanma, 2015). However, later theories put much emphasis on other constructs such as situational issues and the level of leadership abilities. The major leadership theories include trait theory, behavioral theory and contingency theory as discussed in the sub-sections that follow.

2.2.1 Trait Theory

The origin of this theory can be traced back to Thomas Carlyle's great man theory, which stated that the history of the world was the memoirs of great men. This was interpreted to mean that the forces of extraordinary leadership characterize history. It then continued to develop from early leadership research whose main aim was to discover a group of transmissible characteristics that distinguished leaders from non-leaders. According to Hoyt and Blascovich(2016), the effectiveness of a leader is determined from the amount of influence he has on individual or group performance, subjects’ satisfaction, and overall effectiveness.

Many scholars have held views that stewardship is exclusive to only a select number of people and that these persons have certain incontrovertible features that cannot be developed. However,
Hoffman et al., (2011) explain that despite the fact that this viewpoint has been censured greatly over the past century, scholars still persist to investigate the influences of individuality characteristics on manager effectiveness. Past research in this area has shown that successful managers diverge from other individuals and hold definite crucial personality features that considerably add to their success. This theory was selected because of the fact that comprehending the significance of these intrinsic personality traits that envisage leader efficacy can aid organizations with their manager selection, training, and development practices. In addition, it stresses on individual or group performance, subjects’ satisfaction, and overall effectiveness.

In this leadership theory, it is assumed that leaders are born with certain characteristics that make them well suited for leadership positions. As such, this theory advocates that leaders share some particular personalities or features that make them effective in their positions. As Northouse (2013) explains, it is possible for some people to have these leadership qualities and yet they are not leaders. As such, this theory has some inconsistency regarding the association between stewardship features and leadership effectiveness.

According to Amanchukwu et al., (2015), leaders in this theory have certain characteristics such as persistence, responsibility, honesty, competence, intelligence, ambition, great sense of hilarity, inventiveness, desire to excel, integrity and conviction, insight, self-confidence and inspiration that make them effective. Statistics carried out in this leadership theory have pointed out that honesty is an important feature that a good leader should practice. This is particularly vital in leadership geared towards achievement of greater organizational mission. In addition, the features mentioned here are significant for any person assuming leadership responsibilities in any organization as they are all instrumental for the success of an organization. This can be attributed to their ability to promote efficiency and achievability between the manager and the subjects.

This theory, as Chioma et al., (2016) discuss, mainly deals with varied behavior characteristics that those in authority may portray. Such features include creativity, height, appearance, knowledge, power, weight, and intelligence. It poses that some people inherit some qualities and skills that discern them as great managers. In essence, the theory seeks to classify the traits that
discriminate leaders from the subordinates. The fact that this theory considers some people as being born with certain characteristics that make them stand out as great leaders means that the trait theory regards leadership as inborn. Some of the features that are considered important for any effective leader include intelligence, tolerance of stress, energy, honesty, appearance, self-confidence, knowledge, result-orientation and optimism.

In their paper, Abdollah et al., (2014) argue that leadership is a characteristic that can be chosen as separate from subordinates and calculated. Specifically, leaders exhibit superior intelligence; scholarship, dependability, social participation, social and economic status when compared with the rest of the population who are non-leaders or subjects.

Unfortunately, the trait theory disregarded postulations concerning whether the leadership features were genetic or acquired (Nwokocha and Iheriohanma, 2015). In this perspective, it is possible to classify traits as either being emergent traits or effectiveness traits. Whereas the former traits are greatly influenced by heredity, the latter are dependent on experience or learning. Examples of former category traits include attractiveness, intelligence, height, and self-confidence while the latter traits are exemplified by charisma, which is an elementary leadership component.

According to Zakeer et al., (2016), Max Weber considered charisma as the utmost radical force that has the ability to produce an entirely novel orientation through subordinates and absolute personal devotion to those in authority that subjects consider as being endowed with nearly supernatural, superhuman characteristics and powers.

2.2.2 Behavioural Theory

This theory emerged as a result of the weaknesses that were noted in the trait approach which made theorists start researching leadership as a set of behaviors. This was accomplished through the evaluation of the behavior of thriving leaders, determining behavior categorization and recognizing expansive leadership styles (Chin and Roger, 2015). David McClelland, for instance, stated that leadership requires sturdy personality coupled with clear affirmative self-esteem. The
A study was conducted in Ohio State University in 1945 to examine noticeable behaviors exhibited by effectual leaders. The idea was to discover whether these specific behaviors were reflection of effective leadership (Zakeer et al., 2016). The findings of this study established two identifiable distinctions, namely initiative structure and consideration. The former aspect expresses how leaders noticeably and precisely communicate with their subordinates, describe goals, and establish how responsibilities are carried out. These were considered task oriented behaviors. On the other hand, the latter element signifies the ability of the leaders to put up an interpersonal relationship with their subjects and institute a form of common trust. These are regarded as social oriented behaviors. Both task oriented behaviors and social oriented behaviors, which are key for the success of any organization, led to the selection of this theory in this study.

This theory is hinged on the concept that good leaders are not born with their leadership characteristics but rather that these leadership traits are imparted to people (Abdollah et al., 2014). It concentrates on the activities of the managers and their actions instead of laying emphasis on their academic skills and knowledge. As such, training and learning play a critical role in shaping leaders. This has been simulated by a methodical assessment between autocratic and democratic leadership styles.

This is due to the observation that under these two leadership styles, the subjects being led demonstrate diverse performance. The subjects under an autocratic leader perform well during the moments when the leader is within the vicinity. The subjects are generally discontented with this form of leadership style and are habitually antagonistic towards the organization management. On the other hand, the subjects under the stewardship of a democratic leader tend to be positive in their endeavors and are receptive to the organizational management. In addition, the subjects under democratic leadership style can work hard on their own even with the absence of the leader.

According to Amanchukwu et al., (2015), this theory recognizes the importance of certain essential leadership skills that serve as enabler for a person in authority to carry out an activity
while drawing its equivalent with prior aptitude of the leader, preceding to that particular action while suggestive of the fact that each person has a distinct style of management with which he is most comfortable. Importantly, this theory points out that one leadership style cannot be effectual in all leadership conditions.

Considering democratic, autocratic and Laissez faire leadership styles, then it is noted that in the first form of leadership, the subjects serving exhibit high degree of creativity, satisfaction and motivation (Rose et al., 2015). This means that the employees operate with great enthusiasm and energy irrespective of whether the leader is within the vicinity or not. They also uphold better associations with the people in authority. On the other hand, the second form of leadership is only concerned with impressive quantity of output. The last form of leadership is only effective when leading a team of highly skilled and motivated subordinates with excellent track-record, in the past.

In their study, Eric et al., (2014) pointed out two additional leadership styles that stressed on the significance of leadership effectiveness. These two are the consideration and commencing structure. With the former case, the focus is on people and relationship behaviors while in the latter case, the emphasis is on production and task behaviors. In this respect, consideration is concerned with the level of confidence and understanding that those in authority have on the subjects that they control. On the other hand, initiating structure exhibits the degree to which those in power structure, direct and defines their own and the subjects’ roles. This is in recognition of the fact that subordinates have a participatory role to play that is directed towards organizational performance, profit and accomplishment of organizational mission.

2.2.3 Contingency Theory

This theory was put forward by Austrian psychologist Fred Edward Fiedler who, together with his associates examined leaders in a number of perspectives, including military context. This theory stresses on the significance of both the manager's personality and the circumstances in which this manager works under. According to Rose et al., (2015), two leadership styles were outlined, namely the task-motivated and relationship-motivated styles. In this context, task
relates to duty completion, and relationship-motivation relates to interpersonal associations. In this theory, leadership style was measured using the Least Preferred Co-Worker Scale (LPC scale.) Under this scale, managers who score high are relationship motivated while those leaders that score low are task motivated.

Northouse (2013) points out that a key concept in the contingency theory is the situation under which the managers carry out their core activities. In this regard, the situation is characterized by three factors which include leader-member relations, task structure and the position power. Whereas the first factor deals with the common ambiance of the workers and the feelings such as trust, loyalty and confidence that the subjects have for its leader, the second factor is associated with job clarity and the mechanisms for accomplishing these chores. On the other hand, the third factor is associated with the amount of reward-punishment influence the manager has over members of the group. These factors are significant because they influence the conduciveness of various circumstances within institutions. The fact that this theory recognizes the situations under which leadership is applied, made it applicable in this study to account for different environments under which various county governments operate.

Consequently, in this leadership theory, the work environment plays a crucial role in the determination of the type of leadership style to be put in place. As such, some constructs peculiar to the physical surroundings are taken into consideration when deciding on the application of a given leadership style. According to Kendra (2016), the implication of contingency theory is that there is no solitary leadership style that is applicable to all work environments.

The effectiveness of this theory is hinged on a number of constructs such as leadership styles, the qualities of the subjects and the conditions prevailing in the immediate environment (Northouse, 2013). Consequently, a contingency factor can be regarded as any situation in the immediate surroundings of an organization that needs to be taken into consideration when coming up with organizational structures and organizational components. The premise of this theory is that effective leaders are evaluated by the extent to which they are able to fit their characteristics and leadership style depending on the prevailing conditions.
According to Chioma et al., (2016), this theory recognizes the fact that there is no leadership style that is precise and detached from the rest of the styles. This is because the kind of leadership style employed in a given organization is dependent on issues such as the quality, situation of the subordinates or a number of other constructs. As such, there is no solitary right way to guide people towards goals achievement since internal and external conditions of the environment necessitate the manager to become accustomed to that particular environmental condition.

Different scenarios require that those in authority alter their leadership skills according to the prevailing dynamics, environment, and employees within the enterprise (Rose et al., 2015). Technically, this theory can be regarded as a form of behavioral theory that poses the idea that there is no one finest way of administering people and therefore the form of leadership that is effective in some situations may not be effective in other conditions and environments.

The proponents of this theory hold to the idea that the leader is the focus of leader-subject relationship. As such, the subjects play a crucial role in defining this relationship (Abdollah et al., 2014). Consequently, the style of guiding people should be varied in accordance with the development of the subjects. The main agent of success in this theory is the ability of those in power to adapt to the prevailing circumstances and renovate their leadership style between task-oriented and relationship oriented.

2.3 Leadership Styles

These may be regarded as the approaches employed by the managers to inspire and simulate their subjects. Teddy and Priyono (2016) point out that it is vital for a manager to comprehend the various leadership styles so as to increase one’s knowledge to direct the people effectively. These styles may be treated as the types of methods employed by people in authority in a given condition in order to achieve organizational goals and missions. To some extent, leadership style can be considered as the manner in which a manager executes leadership functions with regard to in relation to the treatment of subjects and activities.
According to Sora and Kepha (2016), leadership styles are very significant in any enterprise if the services that are offered are to be effective. As such, managers should endeavor to acquire leadership skills that will enable them to appropriately guide and direct their institutions. This dictates that leadership styles be chosen carefully so as to fit into organizational functionalities and structure, situations, departments, and subjects. Unfortunately, diverse conditions call for different types of degree of support and guidance from those in authority. This necessitates that every manager identifies an appropriate leadership style.

According to Hamid et al., (2016), several theories about leadership styles exist in the contemporary literature. Some of these styles include transactional, transformational, participative and servant leadership as discussed in the sub-sections that follow.

2.3.1 Transactional Leadership Style

The leader in this style is charged with the responsibilities of creating clear structures, making work requirements understandable and putting in place formal systems of discipline and punishments. This leadership style consist of three components namely the conditional remuneration, administration through exclusion (active) and executive control via omission (passive). The first component aims at the achievement of results while the second component requires that managers have an intrinsic confidence in their workers to end the job to a satisfactory standard (Martin et al., 2013). It does not motivate workers to achieve beyond the expected outcomes. This means that so long as the target is achieved, the implication is that the system has worked and everyone is satisfied. Zakeer et al., (2016) explain that management by exception (passive) dictates that the leaders steer clear of specifying agreement. This means that these leaders often fail to provide goals and standards to be accomplished by staff, and they occasionally wait for things to go wrong before they can take any action.

The main challenges of transactional leadership style is that result in temporary associations of exchange between the organization’s leadership and the employees (Muhammad et al., 2015). This kind of association is directed towards superficial satisfaction among the subjects and in
most cases lead to resentments among those involved in these relationships. Additionally, this theory employs a generalized approach to the whole leadership process and in the process pays little attention to situational and contextual issues that may be negatively affecting the institution in question. Moreover, Odumeru and Ifeanyi (2013) discuss that leaders using this style tend to concentrate on subjects’ activities so as to identify faults and deviations, and hence are only worried about processes rather than progressive ideas. The leaders here struggle to maintain the status quo and do not seek to change the way things are done.

Sundi (2013) note that transactional leadership style requires that the subjects within an organization agree to obey their authority figures when they accept their job offers. The people in authority are supposed to set comprehensible objectives and goals for the subjects. In addition, the organizational management needs to remunerate the subjects in appreciation of their effort and compliance. However, the manager reserves the authority of punishing those subjects that do not meet an appropriate standard.

2.3.2 Transformational Leadership Style

Ryan and Tipu (2013) explain that this style of management associates with constructive outcomes on individual as well as organizational levels. The leaders here are supposed to encourage workers to achieve elevated-order necessities exampled by self-actualization and self-esteem. As Noor and Song (2016) discuss, these leaders are influential in increasing the workers’ motivation towards self-sacrifice and attainment of organizational goals over personal interests. Transformational leaders rate their relationships with workers very high in priority and exhibit individualized consideration in meeting workers’ needs for empowerment, achievement, enhanced self-efficacy and personal growth.

According to Jim (2014), empirical researches show that transformational leadership theory can positively affect the follower and institutional performance. On the other side, the fundamental technique of leaders’ influence at various work units within an organization is imprecise and scanty empirical work is available that examines the effects of this leadership theory on work groups, teams or institutions. In addition, this theory falls short of adequate recognition of the effect of situational and context constructs on leadership efficacy. In their paper, Odumeru and
Ifeanyi (2013) explain that this theory does not offer an explanation on the mediating constructs between transformational leadership and affirmative operational outcomes.

The focus in this leadership style is on the associations formed between those in authority and the subjects. As such, Rebeccah (2016) explains that leadership is viewed here as the process by which a manager associates with the subjects and is able to establish connections among the subjects. In this way, the subjects obtain increased motivation and morality that can steer an organization towards the attainment of its goals. To foster good relationships with the subjects, the leaders must have self-assurance, companionability, and clearly define values for those being led so as, motivate them. In essence, this leadership style advocates for a situation where leaders and subjects help each other to attain higher morale and motivation.

2.3.3 Participative Leadership Style

According to Emery and Barker (2015), a participative leader shares power and decision making process with subjects. In addition, this leader attempts to achieve a consensus among the subordinates. This helps create a favorable environment for the subjects who are them motivated to take steps geared towards finding solutions to given challenges. The leader here maintains his position as an active member among the subordinates. Wanjala (2014) found out this mode of management enables the subordinates to develop some form of conviction towards the leader. Consequently, there is bound to be correlations between this style of management and operational efficiency among the subordinates.

According to Muhammad et al., (2015), different changes in cultures, working environments and politics are the basic driving forces towards participative leadership. A study by Igbaekemen and Odivwri (2015) pointed out that sharing responsibilities between leaders and the subjects is crucial for the survival of the organization. Rose et al., (2015) further pointed out that there are chances of increased productivity when a participative approach to leadership is implemented.

On the other hand, Tandin (2015) discusses that as a result of complicated changes in the operating environments for institutions, the current leadership theories are capable of hindering performance within an organization. For instance, participative theory requires long time in an
effort to get everyone’s input, some managers may feel threatened by this leadership theory, and the decision making process is slow.

According to Neha (2014), the managers here make final decisions by consulting the subjects that are likely to be affected by this decision. To some extent therefore, the team members have the ability of dictating managerial decisions. In addition, those in authorities frequently involve the subordinates in setting goals for themselves, problem solving and team building. As such, this leadership style is characterized by joint decision where the people in authority invite others to discuss the problem at hand and make a common decision on goals achievement.

Therefore, the leaders here are willing to openly discuss issues with the subordinates and encourage them to air out any issues that might assist in proper decisions being delivered (Muhammad et al., 2015). In addition, the leaders here keep their employees updated concerning everything that affects their operations and areas of work. As such, the people in authority may seem to foster flexibility, high morale and responsibility that have the potential of leading to improved organizational performance.

2.3.4 Servant Leadership Style

Here, a leader is regarded as a servant instead of a leading actor (Chris, 2016). This leadership style is devoid of egotism and is first and foremost focused on subordinates. As such, managers adhering to this theory endeavor to cater for the needs of others first, and as such, the subordinate needs serve as a driving force towards any decision made by this manager. The goal here is to ensure that the subjects are directed and guided in a way that helps them realize their full potential.

Leaders here, Teddy and Priyono (2016) noted, have some attributes that make them successful. Firstly, the leader must have mental picture concerning where he wants the organization and the subjects to be, and he must demonstrate some sincerity in the way he deals with the subordinates. The managers here exhibit veracity and reliance in their endeavors that make them deliver services effectively. The leader here serves as a model for others in his revolutionary approach. In addition, he appreciates the efforts of others and works towards their empowerment.
On the other hand, Kim et al., (2014) discuss that this leadership style has a false premise since leaders pursue the interest of the business founders and not that of staff. This leadership style minimizes the authority of the leaders and hence the subjects may not see these leaders as symbols of authority. In addition, it de-motivates employees since they will just sit back and wait for the leader to come to their rescue and fix issues, instead of struggling and coming up with innovative ways of handling situations. In addition, Hannay (2013) states that this theory limits the vision of the leader since the leaders here are unable to detach themselves from the subjects and explore new opportunities, brainstorm issues, solve problems and create a picture of where the organization is headed towards.

2.4 Empirical Literature Review

A number of countries world over, Kenya included have adopted devolution in order to decentralize operations and development. Mukabi et al., (2015) explain that in Kenya, although local governments were meant to address the regional development problems, they failed since they still embraced a strong centralized governance arrangement. As such, Kenya continued to experience some challenges such as misappropriation of funds, skewed allocation of resources that has led to under development of some parts of the country. In addition, the citizens have not fully been involved in the development of their regions and there has been lack of transparency regarding the usage of funds.

Mahat et al., (2017) in their study shed light on the existence of some considerable associations between forms of management, organizational culture, organizational structure and county government performance. In addition, they established that the availability of resources at the county level had no major effect on county performance.

In their paper, Musyoka and Kagiri (2016) established that a p-value of 0.80 meant that there is insignificant correlation between leadership style and the performance of the county government. In addition, they found out that with a p-value of 0.450, there was inconsequential relationship between the leadership skills and the county government performance in Machokos County. On the contrary, the p-value of 0.006 between leadership ethics and county government performance signaled that there was considerable correlation between these two variables. The following sub-sections discuss the empirical review of some of the leadership styles.
2.4.1 Transformational Leadership Style and Implementation of Devolved Government

A study by Tipape and Kepha (2016) sought to unravel the influence of transformational form of control on governance in Kajiado County. The results of this paper pointed out that transformative leadership had a considerable negative impact on governance, with both correlation and multiple regression that were carried out supporting this proposition. The conclusion was then that for Kajiado County to achieve efficacy in its operations, this type of headship should not be put in place. On its place, other types of leadership should be implemented.

Rebeccah (2016) sought to find out the effect of transformational stewardship on service delivery by county governments in Kenya. The outcome emanating from the regression analysis confirmed the existence of a significant linear connection linking transformational leadership style and service delivery by the county government. The recommendations were then that the devolved governments should endeavor to recognize transformational characteristics of the leaders and staff and cultivate these traits for improved county performance.

In their paper, Titus et al., (2015) based their study in Kakamega County and discovered that this devolved government was indeed affected affirmatively by tactical leadership styles. The strategic leadership style accounted for 52.6% of county government performance, with the value of $R^2$ standing at 0.526. The recommendations of this paper were that county governments need to adopt tactical leadership styles since they have the potential of enhancing their level of performance.

2.4.2 Participative Leadership Style and Implementation of Devolved Government

In their paper, Chepchieng et al., (2017) using Migori County as a case study, sought to examine the kind of association linking participative form of control and public participation. The results of their investigation revealed that there was a constructive correlation ($R^2$ value of 0.725) between public participation and the implementation of preschool projects. Consequently, constructive leadership styles have the ability of increasing public participation in county projects.
They found out that participative leadership style accounted for 72.5 percent of the public participation in Migori County. The remaining 27.5 percentage either did not agree to this proposition or did not have an idea on how this governance style can affect their participation in county matters. The recommendations of the study were then that in order to enhance citizen participation in county projects, participative leadership style need to be implemented by county governments.

As such, this form of management encourages the citizens within Migori County to come out and offer their ideas and feelings regarding the areas that they think the public resources should be directed towards. Increased citizen participation can increase the feeling of being included in the management of the affairs of their county, and hence the enhanced loyalty towards county leaders. This form of governance also helps the leaders to get feedback from the public regarding their areas of strength as well as weaknesses, which can in turn be employed to bridge the gap between the citizens and the county authority.

2.4.3 Transactional Leadership and Implementation of Devolved Government

A study by Chavunduka et al., (2016) basing their study on the government of Zimbabwe sought to unravel the role of transactional and transformational forms of control in governance matters. The results of their analysis showed that the staff performance in different government departments were greatly influenced by both of these forms of leadership approaches. The conclusion was then that the kind of leadership technique affirmatively affects the subordinate performance within the government of Zimbabwe.

However, it was noted that compared with transformational leadership style, transactional leadership style had a relatively stronger correlation to government performance. The implication is that transactional leadership style is a vital component in the performance of various government departments.

This may be attributed to its salient features such as good remuneration that motivates majority of the staff. This form of leadership also is directed towards results, which means that it takes into account the performance of the county government at the forefront. The managers here have confidence in the staff to deliver on their mandate and this may act as a form of motivation since
the subordinates feel that they are regarded as competent in their areas of work. Another important feature that may lead to increased performance is the idea that goals and objectives are set and everybody works towards the attainment of these goals.

2.4.4 Servant Leadership and Implementation of Devolved Government

In their research paper, Sora and Kepha (2016) focused on the identification of the determinants of leadership and governance in Marsabit County, Kenya. Their findings pointed out that proper county governance could be achieved by having leaders adopting servant leadership and good policy. This will ensure that development and hence success is achieved in this county.

Specifically, the results pointed out that servant leadership could help address challenges such as inadequate tax administrative capacity, corruption that has seen the embezzlement of county funds, favoritism, clanism, and other inequalities that have facilitated the unequal distribution of funds meant for the entire county.

The rationale for the observed results could be attributed to the fact this management style encourages the managers to put the welfare of other employees at the forefront, disregarding their own interest. These leaders are therefore less likely to engage in corruption as this will be contrary to the spirit of this leadership approach. In addition, the leaders take into great consideration the welfare of the staff, hence this may have motivated them to work extra mile to achieve their targets. It is also important to note that in this style of management, the staffs are encouraged to realize their full potential, which means that their potential can be directed towards the attainment of government goals. Moreover, the managers have vision regarding where they want the county as well as its staff to be, which serves as a guide towards the achievement of the laid down strategies.

2.5 Leadership Styles and Performance

In his study, Neha (2014) sought to find out the enterprise performance repercussions of transformational and transactional styles of leadership. The performance metric employed here was the P value. The results indicated that there were high correlation ratings (with values between 0.518 and 0.696) and low P value (which was observed to be less than 0.5) for the case of transformational leadership aspects and enterprise performance. On the contrary, although the
P value was less than 0.5, the correlation ratings were minute (with values of between 0.219 and 0.375) for the case of company performance and transactional leadership. Consequently, they inferred that transactional style of leadership was ideal in the stirring up of performance in this organization compared to transformational leadership style.

Omer et al., (2014) examined how transformational and transactional styles of leadership impacted on Turkish small and medium enterprises innovation and performance. The results showed that transformational style of management had some considerable influences on enterprise operations. Specifically, this mode of management accounted for 13.2 % of the discrepancy in the alleged company operations. In addition, the results indicated that transformational mode of control accounted for 13.3 % of the variance in organizationa performance.

Zafer (2012) found out in their study that three of the most implemented styles of leadership within the Turkish logistics business were charisma, with a rating of 4.2755, intellectual Stimulation whose rating was 4.0948, and individualized consideration with a loading of 4.0250. The results also indicated that other modes of leadership that followed these three were contingent reward with a loading of 3.9438, inspirational motivation with a rating of 3.9170, management by exclusion whose loading was 3.6194 and Laissez-faire with a rating of 2.6050.

The results obtained from the correspondence analysis showed that all variables that experienced some dissimilarity from each other were as well considerably interrelated with each other. This was confirmed with P value which was less than 0.001, except Laissez-faire. Moreover, it was noted that Laissez-faire element had only two major correlations with administration through exclusion and constant obligation elements. As a matter of fact, it had pessimistic associations with rational inspiration, sentimental dedication, charisma, and adhocracyethnicity aspects. As such, Laissez-faire mode of leadership was eliminated.

In another study by Andrew et al., (2013), the outcomes pointed out the fact that company efficacy is hinged on the type of customs. In addition, it was established that these customs were correlated to the mode of leadership style employed within an organization. The measurement metric that were utilized included t- values, P values, and beta values. When organizational customs were regressed on mode of leadership style, the obtained regression coefficients and t-
values indicated positive and significant correlations between constructive organizational customs and three out of the four quantifiers of management behavior.

Emmanuel and Ugochukwu (2015) investigated the organizational performance effect of two leadership styles, namely transactional and transformational. To achieve their objectives, they assessed organizational performance using commitment, fulfillment and efficacy. In addition, multiple regression and relationship techniques were employed for data analysis. The outcomes of this study demonstrated that organizational performance was affirmatively affected to a large extent by the transformational kind of management. On its part, transactional form of management exhibited a weak positive impact on performance.

In their research paper, Avinash and Zuhair (2015) studied the subordinate performance effect of both transformational and transactional kinds of control. They employed the analysis of variance (ANOVA) and the results of their investigation demonstrated that the relationship of these two leadership styles were statistically considerable with loading values greater than 0.05. Consequently, both transactional and transformational leadership styles greatly influence employee’s performance.

The subordinate discernment of performance efficacy as dictated by the manager’s participative behaviors at Kohdasht municipality has been studied by Javad et al., (2013). Participative behaviors, subordinate performance and efficacy perception were the study variables while regression test and Person correlation were the analysis tools. The outcome pointed out that there were substantial relationship between participative behavior and staff’s performance.

Herry and Budiyanto (2014) studied cooperatives in order to identify how job contentment can be brought about by servant forms of control in an enterprise. The organizational performance was measured using metrics such as dynamic unit businesses, enhanced organizational well-being, teamwork among the subordinates, orientation towards subject welfare, social responsibility and contribution towards a governing body in the locality.

The tool of analysis was structural equation modeling (SEM). The results demonstrated that indeed employee work contentment was affected affirmatively and considerably by servant form of management. This satisfaction led to improved enterprise performance. However, this form of
leadership does not impact organization performance to a large extent. In conclusion, it is clear that devolved governments were created in order to achieve remarkable transformation of the citizen living standards.

This was to be reflected in increased accountability and transparency, inclusivity in government matters, and equitable service delivery (Joel, 2014). Apart from Kenya, decentralization has been utilized in other countries to guard against unrestricted use of power by central governments. In addition, devolution has been employed to enhance social service provision efficiency. To accomplish this, it advocates for a strong equivalence between public policies and the desires of the local citizens.

2.6 Related Work

A number of researchers have investigated the influence of leadership styles on organizational performance. For instance, in their paper, Omer et al., (2014) found out that transformational leadership style is very effectual in improving institutional performance throughout indecisive environment and in achieving competitive advantage. They attributed this to the fact that transformational leaders portray certain behaviors that serve to speed up workers' innovative thinking through which they can boost individual worker performance, institutional modernization, and company performance. The leaders here offer sufficient independence to the subjects to choose the best way to carry out their core activities, encourage institutional learning, and help the workers in the utilization of all the existing resources needed to advance their creativity.

Another study by Obiwuru et al., (2011) examined the effects of leadership style on organizational performance in small scale enterprises, considering only transformational and transactional leadership styles. Transformational leadership was investigated using behaviors such as charisma, inspirational motivation and intellectual stimulation or individual consideration while performance was studied using effectiveness, extra effort and satisfaction. On the other hand, transactional leadership behaviors that were examined included contingent reward and management by exception while performance variables included effort, productivity and loyalty or commitment. The outcome demonstrated that while transactional leadership style
portrayed considerable positive impact on performance, transformational leadership style had positive but insignificant influence on performance. The conclusions that were drawn from this study were that transactional leadership style was more suitable in stirring up performance in small scale enterprises than transformational leadership style. The recommendations were that transactional leadership style was fit for the small enterprises with inbuilt strategies for changeover to transformational leadership style as the enterprises developed, grew and matured.

Uchenwamgbe (2013) investigated the effects of leadership styles on organizational performance in small and medium scale enterprises in Lagos state. The outcomes from this study showed that good leadership style increases workers’ self-esteem. In addition, it was demonstrated that participatory leadership style of management in which both managers and subjects are involved in decision making has affirmative influence on the growth of an institution and superior welfare facilities for the workers.

Peris and Namusonge (2012) studied the central effects of leadership styles on organizational performance at state-owned corporations in Kenya. This study particularly sought to establish the influence leadership styles such as transactional, laissez-faire and transformational leadership styles on organizational performance. The findings of this study led to the conclusion that leaders have to get rid of laissez-faire leadership style through active involvement in activities that are geared towards guiding their workers.

In addition, there is need for leaders to formulate and put into practice effectual reward and recognition systems to motivate their subordinates. It was also suggested that leaders need to strive and become role models to their subjects, motivate them by giving implication and challenge to work, inspire workers’ hard work so that they can turn out to be more innovative and creative. The last recommendation was that leaders need to pay larger attention to each subordinate’s need for better achievement and growth.

Further, Nongo (2015) sought to determine the effect of leadership style on organizational performance in small and medium scale enterprises in Makurdi metropolis of Benue state, Nigeria. The outcome of this study pointed that transformational leadership style wield a
constructive but inconsequential impact on subordinate performance while transactional leadership style has a positive and considerable effect on subject performance. The conclusions were that transactional leadership style is more suitable in inducing performance in small scale enterprises in Makurdi metropolis than transformational leadership style.

In their paper, Van and Revenio (2016) investigated the impact of leadership style effectiveness of managers and department heads to employees’ job satisfaction and performance on selected small-scale businesses in Cavite, Philippines. The outcome of their study indicated that the prevalent leadership style was participative leadership. In addition, the influence of the leadership style on subordinates’ job satisfaction was found to be reasonable as well as improved efficiency in terms of performance. On the same breadth, leadership styles were noted to considerably influence both job satisfaction and performance.

A study by Ojokuku et al., (2012) investigated the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. The results of this investigation demonstrated positive and negative correlation between leadership style dimensions and organizational performance. Specifically, leadership style dimensions mutually predicted institutional performance which accounted for 23% variance of performance. The conclusions were then that there is need for the Banks’ management to practice both transformational and democratic leadership styles in order to become stronger in an international aggressive environment.

2.7 Research Gaps

An analysis of the past research work carried out in the fields of devolved governments, leadership styles and performance has revealed that there exist numerous leadership styles and many factors that influence organizational performance. However, scanty empirical evidences exist on the effects of county government leadership styles on the implementation of the devolved governments in Kenya. The previous studies have not shown how devolved government leadership styles impact on operational efficiency, quality of services, improved healthcare, expanded road network, and enabling environment for businesses, as some of the performance indicators for the Kenyan devolved governments.
For instance, Tipape and Kepha (2016) examined the influence of transformational headship approach on governance in Kajiado County. The results of this paper pointed out that transformative leadership had a considerable negative impact on governance. However, this study focused only on transformational leadership style. There is therefore need to investigate other leadership styles as well.

On their part, Emmanuel and Ugochukwu (2015) employing Nigeria as a case study investigated the effect of two leadership methods namely the transformational and transactional on organizational performance. They assessed organizational performance using only three factors namely effort, satisfaction and effectiveness. As such, there is need to include other metrics such as operational efficiency, quality of services, improved healthcare, expanded road network, and enabling environment for businesses. In addition, there is need to incorporate other leadership styles such as participative and servant leadership.

Similarly, Avinash and Zuhair (2015) utilizing analysis of variance (ANOVA) as a tool, sought to study how staff performance was shaped by both transactional and transformational forms of leadership. There is need to use other analysis techniques such as multiple regressions, incorporating additional leadership styles such as servant and participative leadership style.

While county governments have the ability of positively transforming the lives of the Kenyan citizens, the implementation of these devolved governments has been met with numerous challenges. In as much as some county governments have recorded remarkable economic developments, other governments are marred with increased cases of corruption among its leadership and employees at the expense of positive development. This disparity can be attributed to different leadership styles being put into use by various county governments. However, due to the fact that these forms of governments are fairly new, little research efforts have been directed towards investigating how county leadership styles affect the overall implementation of the devolved governments. These are the gaps this research study endeavored to fill.
2.8 Conceptual Framework

The various leadership styles that were investigated in this study included transactional leadership style, transformational leadership style, participative leadership style and servant leadership. As Figure 2.1 illustrates, the leadership styles were hypothesized to have an impact on the implementation of the devolved governments. The various measures for effective implementation of devolved governments included operational efficiency, quality of services offered by the county government, improved healthcare, expanded road network and an enabling environment for businesses.

Figure 2.1: Conceptual Framework
environment for businesses. The transactional leadership style was investigated using its features such as staff remuneration, results achievement, leader confidence in the staff, goals and standards. The transformational leadership style was studied using constructs such as self-actualization, self-esteem, staff motivation towards organizational goals, staff empowerment and personal growth. On its part, participative leadership style was examined utilizing features such as power sharing with staff, staff involvement in decision making and conviction towards the leader. On the other hand, the servant leadership style was investigated using egotism, focus on staff, staff full potential realization and leader vision for staff and organization. The operational framework that follows gives more illustrations on these variables, indicators and measures.

2.9 Operational Framework

The variables that were studied here included the independent variables, which were leadership styles, and the dependent variable, which consisted of the implementation of devolved government as demonstrated by Table 2.1 below.

Table 2.1: Operational Framework

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator/ Measure</th>
<th>Analysis Type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent Variable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Implementation of devolved governments)</td>
<td>• Operational efficiency</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Quality of services</td>
<td>Descriptive &amp; Inferential Statistics</td>
</tr>
<tr>
<td></td>
<td>• Improved healthcare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Expanded road network</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Enabling environment for businesses</td>
<td></td>
</tr>
<tr>
<td><strong>Independent Variable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Transactional Leadership Style)</td>
<td>• Staff remuneration</td>
<td>Descriptive &amp; Inferential Statistics</td>
</tr>
<tr>
<td></td>
<td>• Results Achievement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leader confidence in staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Goals and standards</td>
<td></td>
</tr>
<tr>
<td>(Transformational Leadership Style)</td>
<td>• Self-Actualization</td>
<td>Descriptive &amp; Inferential Statistics</td>
</tr>
<tr>
<td></td>
<td>• Self-esteem</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff motivation towards goals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff empowerment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Personal growth</td>
<td></td>
</tr>
<tr>
<td>(Participative Leadership Style)</td>
<td>• Power sharing with staff</td>
<td>Descriptive &amp; Inferential Statistics</td>
</tr>
<tr>
<td></td>
<td>• Staff involvement in decision making</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Conviction towards leader</td>
<td></td>
</tr>
<tr>
<td>(Servant Leadership Style)</td>
<td>• Egotism</td>
<td>Descriptive &amp; Inferential Statistics</td>
</tr>
<tr>
<td></td>
<td>• Focus on staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff full potential realization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leader vision for staff &amp; organization</td>
<td></td>
</tr>
</tbody>
</table>
In this case, the descriptive and inferential statistics included frequencies, percentages and regression analysis. To study how the various forms of management approaches shape the implementation of decentralized governments, regression analysis was employed as a tool for the analysis.

2.10 Chapter Summary

This chapter has provided general ideas regarding the research area in as far as leadership theories, leadership styles, organizational culture and the implementation of devolved governments are concerned. The previous researchers as well as the empirical studies have been reviewed and as such, some research gaps have been identified. In addition, the conceptual framework as well as the operational framework for this study has been discussed towards the close of this chapter.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research plan, the proposed study area, the targeted population where data was elicited from, the proposed sample size emanating from the entire population, sampling procedures for selecting respondents, instrumentation, validity of the instruments to be utilized for eliciting responses from the respondents, reliability of instruments to be employed, data collection procedures, data collection, data analysis and presentation are given.

3.2 The Research Design

In this research work, a descriptive research design was adopted. The aim of doing this was to establish the relationship between the various leadership styles and implementation of devolved governments within Kenya. The nature of data required included total number of respondents, the questionnaire return rates, the number of male respondents and the number of female respondents among others. From this piece of data, metric such as correlation coefficients, Cronbach alpha, among others were computed. This justifies the descriptive research approach.

3.3 Target Population

The respondents of this research work were grouped into two categories, which were county leadership and county employees. The respondents consisted of county government executives, members of county assemblies, department heads, clerks all working within Kisii County. The county government executives comprised of the governor, deputy governor, county secretary, economic advisor, chief of staff, political and budget advisor, executive committee members, county public service board and chief officers.
Table 3.1: Target Population (Source: Kisii County Website)

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Executive members</td>
<td>34</td>
</tr>
<tr>
<td>Members of county assemblies</td>
<td>65</td>
</tr>
<tr>
<td>Heads of departments</td>
<td>10</td>
</tr>
<tr>
<td>Public Service Board Members</td>
<td>7</td>
</tr>
<tr>
<td>Staff in Various departments &amp; Sub-counties</td>
<td>169</td>
</tr>
<tr>
<td>Total</td>
<td>285</td>
</tr>
</tbody>
</table>

3.4 Sample Size and Sampling Procedure

The researcher utilized stratified random sampling to choose the respondents to take part in this study. The stratification was accomplished by grouping the target population into five groups as shown in Table 3.2. As demonstrated here, there are 34 county executive members, 65 members of county assembly, 10 heads of departments, 7 public service board members, and 169 staff working in various departments and sub-counties. According to Mugenda and Mugenda (2013), 30% of the population is sufficient for most studies.

Table 3.2: Target Population Stratification

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Sample Size (30%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Executive members</td>
<td>34</td>
<td>10</td>
</tr>
<tr>
<td>Members of county assemblies</td>
<td>65</td>
<td>20</td>
</tr>
<tr>
<td>Heads of departments</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Public Service Board Members</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Staff in Various departments &amp; Sub-counties</td>
<td>169</td>
<td>51</td>
</tr>
</tbody>
</table>
As such, 30% sample was taken from each of these categories to yield a total of 88 sample size. This sample size was therefore treated as the source of data that was required for this study. Questionnaires were therefore distributed to eighty eight (88) respondents.

### 3.5 Pilot Test

The researcher carried out a lead testing before to the commencement of the real exercise of data elicitation so as to identify questionnaire items that may not be necessary as well as identify other parameters that may need to be added to the questionnaire. The staff at one of the Kisii County’s sub-county was utilized to carry out this test.

### 3.6 Data Collection Procedure

The researcher was given an introduction letter from the university and the county head office that will allow him to collect the required data together with a permit from the national commission of science technology and innovation (NACOSTI). To collect data, a questionnaire was designed and availed to the respondents through hand delivery. This tool was deemed ideal because it offered a variety of possible responses when collecting the data from the target population.

The data collected was deemed suitable for helping the researcher answer his research questions or achieve his objectives. As such, the first set of data collected included demographics such as the respondents’ gender (male or female), the respondents’ designation, work experience, level of education among others. The second sets of data collected were that concerning the county leadership and employee culture. The last set of data was that regarding the effectiveness of county government implementation.
3.6.1 Validity of the Instruments

The validity measure was employed to establish whether the research instrument actually measures what it was required to assess. Content Valid Index (CVI) was used to calculate validity. This value measures the relevant items in the instrument or questionnaire by checking their clarity, their meaningfulness in line with all objectives stated by dividing by the total number of items. This is given as follows:

\[
CVI = \frac{\text{Relevant items}}{\text{Quantity of all items}}
\]

3.6.2 Reliability of the Instruments

This particular measure was significant in gauging the degree to which the outcome of the research work remains steady as time goes by. This was determined from the ability of reproducing the observed outcome employing the same methodology. The reliability of the response elicitation tool elements was established using the Cronbach’s Alpha.

3.7 Data Analysis and Presentation

All the computations were done utilizing the statistical package for social sciences (SPSS). The data from the field were coded and entered into a SPSS worksheet. It was then screened in order to remove outliers and missing values, and analyzed using descriptive statistics. Inferential statistics using regression analysis ran in SPSS was carried out to verify the form of association between management approaches and the implementation of county government.

Particularly, a multiple linear regression form of analysis was employed to check the significance of the relationships between various leadership theories and the implementation of the devolved governments. This was accomplished using the following multiple regression mean function:

\[
Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e
\]

In this case:

\[
\beta_0 = \text{intercept}
\]
\[ Y = \text{the implementation of the devolved governments} \]

\[ X_1 = \text{Transactional leadership style} \]

\[ X_2 = \text{Transformational leadership style} \]

\[ X_3 = \text{participative leadership style} \]

\[ X_4 = \text{servant leadership style} \]

\[ e = \text{model deviations} \]

and \( \beta_1 \beta_2 \beta_3 \) and \( \beta_4 \) are the respective coefficients for transactional, transformational, participative and servant forms of leadership respectively. As such, the questionnaires that were distributed did not require respondents to reveal their true identities and were only serialized for identification purpose.

3.9 Chapter Summary

This chapter has given the strategies that were employed in carrying out this research that sought to establish the association between styles of leadership, corporate culture and the implementation of the devolved governments. The research design has been identified as descriptive design while the study population has been established to be the management and staff of Kisii county government. The sampling technique was stratified sampling in which respondents were grouped into various categories depending on their role in the county government. The data collection instrument was the questionnaire and the data collection instrument was validated using content valid index.

On the other hand, Cronbach’s alpha was employed to evaluate the reliability of the questionnaire that was distributed among the respondents. The data collection procedure has been illustrated to consist of the acquisition of an introduction letter from the university and the data collection license from NACOSTI. The collected data was presented in tables for further analysis. Statistical packages were then utilized to compute statistical metrics such as percentages and regression among the research constructs.
CHAPTER FOUR

RESULTS PRESENTATION ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter, the results obtained from the field are presented, analyzed and discussed. The data collection instrument employed in this study was the questionnaire and as such, the chapter starts by discussing the questionnaire return rate. The next part is the demographic data obtained from the field which include respondents’ age, education level and designation. The rest of the chapter gives the results analysis and discussions in line with the research objectives, starting with transactional leadership style, followed by transformational leadership style, participative leadership style and servant leadership style respectively as discussed in the subsections that follow.

4.2 Response Rate

A total of 88 questionnaires were hand-delivered to the sample population and were thereafter requested to fill them at their convenient time. The questionnaires that were thereafter collected were 70, representing a 79.5% return rate. Table 1 gives a summary of the questionnaire return rates among different sample population.

Table 4.1: Questionnaire Return Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Sample Size (30%)</th>
<th>Questionnaire Returned</th>
<th>Return Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Executive members</td>
<td>34</td>
<td>10</td>
<td>8</td>
<td>80%</td>
</tr>
<tr>
<td>Members of county assemblies</td>
<td>65</td>
<td>20</td>
<td>15</td>
<td>75%</td>
</tr>
<tr>
<td>Heads of departments</td>
<td>10</td>
<td>4</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>Public Service Board Members</td>
<td>7</td>
<td>3</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Staff in Various departments &amp; Sub-counties</td>
<td>169</td>
<td>51</td>
<td>40</td>
<td>78.4%</td>
</tr>
<tr>
<td>Total</td>
<td>285</td>
<td>88</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This table shows that heads of departments and public service board members had a 100% questionnaire return rate followed by county executive members at 80%. The third questionnaire return rate involved the staff while the least questionnaire return rate of 75% was recorded among members of county assemblies.

4.3 Demographic Data

This study collected data specific to the sample population, which included the gender, age, education level and designation of the respondent. Table 4.2 below gives the data obtained for gender.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>48</td>
<td>68.6</td>
<td>68.6</td>
<td>68.6</td>
</tr>
<tr>
<td>Female</td>
<td>22</td>
<td>31.4</td>
<td>31.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

As this table shows, out of the 70 questionnaires returned, 48 of them were from male respondents, representing a 68.6% of the respondents. Female respondents were 22, representing 22% of the respondents who returned their questionnaire.

The next demographic item was age. To collect data for this item, an open ended question was employed. Table 4.3 that follows provides a summary of the responses obtained. As shown, there were 5 respondents ages 49, and this was the highest age frequency recorded. This was followed by age 56, 38, and 37, which had 4 respondents each. Age 34, 39, 45, 46, 48 and 55 was next with 3 respondents each. On the other hand, age 28, 29, 31, 32, 40, 43, 47 and 59 each had 2 respondents. The ages that had least respondents were 25, 26, 27, 30, 33, 36, 41, 52, 53, 54, 57, 58, 60, 62, 64, 65 and 67 with one respondent each.

The implication is that the youngest worker within Kisii County was aged 25, which could be the age of any leader. This was well above 18 years, the minimum age for adults. Since leaders are
expected to be accountable of their actions, it is required that they be above eighteen years of age so that they may be held accountable of their actions. In most cases, people with advanced age are experienced in their leadership roles and hence are likely to exhibit excellent leadership styles based on the lessons learnt and experience gained. The respondents’ level of education was the next item to be investigated. A scale of five was used, with 1 representing primary, 2 representing secondary, 3 representing diploma, 4 representing undergraduate while 5 represented respondents with postgraduate qualifications. Table 4.4 shows the data obtained
from the field. As this table demonstrates, 39 respondents had undergraduate qualifications and this represented 55.7% of the entire sample population. This was followed by postgraduate qualifications where 21 respondents indicated that they had postgraduate degrees. As shown, this represented 30% of the entire sample population. The next qualification was that of a diploma

**Table 4.4: Respondents’ Education Level**

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>10</td>
<td>14.3</td>
<td>14.3</td>
<td>14.3</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>39</td>
<td>55.7</td>
<td>55.7</td>
<td>70.0</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>21</td>
<td>30.0</td>
<td>30.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

where 10 respondents qualification was that of a diploma where 10 respondents indicated that their highest qualifications were a diploma. This represented 14.3% of the total sample population. None of the respondents had primary or secondary school certificate as the highest academic qualification.

The last demographic item was that of the respondents’ designation. A scale of 5 was employed with one representing staff in various departments and sub-counties, 2 standing for members of county assembly, 3 for heads of departments, 4 for public service board members while 5 stood for county executive members. Table 4.5 gives a presentation of the data obtained.

As illustrated in this table, there were 40 staff members, representing 57.1% of the entire sample pollution, and this was the highest percentage. Members of county assembly were 15, representing 21.4% of the total sample population while there were 8 county executive members, representing 11.4% of the population. Heads of departments were 4 while public service board members were 3 representing 5.7% and 4.3% respectively.
Table 4.5: Respondents Designation

<table>
<thead>
<tr>
<th>Designation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>40</td>
<td>57.1</td>
<td>57.1</td>
<td>57.1</td>
</tr>
<tr>
<td>Member of county assembly</td>
<td>15</td>
<td>21.4</td>
<td>21.4</td>
<td>78.6</td>
</tr>
<tr>
<td>Heads of Department</td>
<td>4</td>
<td>5.7</td>
<td>5.7</td>
<td>84.3</td>
</tr>
<tr>
<td>Public Service Board Member</td>
<td>3</td>
<td>4.3</td>
<td>4.3</td>
<td>88.6</td>
</tr>
<tr>
<td>County Executive Member</td>
<td>8</td>
<td>11.4</td>
<td>11.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.4 Reliability of the Instruments

The reliability of the research instrument, which in this case was the questionnaire, was assessed using the Cronbach’s Alpha. Table 4.6 shows the data obtained for this test. As this table shows, all the constructs loaded higher than the threshold value of 0.7. According to this table, the least Cronbach’s Alpha was 0.887 while the highest value was 0.937. This is evident from the last column of Table 4.6, under ‘Cronbach's Alpha if Item Deleted’. As such, all the questionnaire items were all relied upon.

4.5 Validity of the Instruments

The validity of the research instrument was accomplished using Content Valid Index (CVI). Mathematically, the content valid index was computed as follows:

\[ CVI = \frac{\text{Relevant items}}{\text{Quantity of all items}} \]

Since the Cronbach’s Alpha for all the questionnaire items loaded well above the threshold value of 0.7, then all the questionnaire items were relevant. The total number of questionnaire items was 40. Because all of them were relevant, the CVI value for the research questionnaire gave a value of 1. Consequently, the research instrument actually measured what it was required to assess.
Table 4.6: Research Instrument Reliability

<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>152.47</td>
<td>1643.963</td>
<td>-0.022</td>
<td>0.895</td>
</tr>
<tr>
<td>Age</td>
<td>109.36</td>
<td>1008.030</td>
<td>0.732</td>
<td>0.937</td>
</tr>
<tr>
<td>Education Level</td>
<td>149.63</td>
<td>1608.875</td>
<td>0.651</td>
<td>0.892</td>
</tr>
<tr>
<td>Designation</td>
<td>151.87</td>
<td>1595.679</td>
<td>0.422</td>
<td>0.892</td>
</tr>
<tr>
<td>Ideal Remuneration</td>
<td>150.99</td>
<td>1535.203</td>
<td>0.913</td>
<td>0.887</td>
</tr>
<tr>
<td>Aim At Results Achievement</td>
<td>150.93</td>
<td>1544.444</td>
<td>0.890</td>
<td>0.887</td>
</tr>
<tr>
<td>Confident on staff abilities to deliver</td>
<td>150.90</td>
<td>1550.816</td>
<td>0.848</td>
<td>0.888</td>
</tr>
<tr>
<td>Set goals and standards for their staff</td>
<td>150.97</td>
<td>1543.970</td>
<td>0.888</td>
<td>0.887</td>
</tr>
<tr>
<td>Trans-Improved operational efficiency</td>
<td>151.04</td>
<td>1541.636</td>
<td>0.880</td>
<td>0.887</td>
</tr>
<tr>
<td>Trans-Improved healthcare</td>
<td>151.04</td>
<td>1542.882</td>
<td>0.888</td>
<td>0.887</td>
</tr>
<tr>
<td>Trans-Expanded road network</td>
<td>150.97</td>
<td>1536.608</td>
<td>0.896</td>
<td>0.887</td>
</tr>
<tr>
<td>Trans-Enabling business environment</td>
<td>150.96</td>
<td>1537.491</td>
<td>0.909</td>
<td>0.887</td>
</tr>
<tr>
<td>Facilitated Staff Self - Actualization</td>
<td>151.37</td>
<td>1566.759</td>
<td>0.664</td>
<td>0.889</td>
</tr>
<tr>
<td>Foster self esteem on the staff</td>
<td>151.29</td>
<td>1578.845</td>
<td>0.566</td>
<td>0.890</td>
</tr>
<tr>
<td>Motivate staff towards goals attainment</td>
<td>151.51</td>
<td>1563.761</td>
<td>0.740</td>
<td>0.889</td>
</tr>
<tr>
<td>Encourage staff empowerment</td>
<td>151.16</td>
<td>1573.642</td>
<td>0.602</td>
<td>0.890</td>
</tr>
<tr>
<td>Facilitate staff personal growth</td>
<td>151.09</td>
<td>1585.645</td>
<td>0.462</td>
<td>0.891</td>
</tr>
<tr>
<td>Trans-Improved operational efficiency</td>
<td>151.44</td>
<td>1573.960</td>
<td>0.567</td>
<td>0.890</td>
</tr>
<tr>
<td>Trans-Enhanced quality of services offered</td>
<td>151.16</td>
<td>1570.772</td>
<td>0.665</td>
<td>0.890</td>
</tr>
<tr>
<td>Trans-Improved healthcare</td>
<td>151.26</td>
<td>1572.310</td>
<td>0.603</td>
<td>0.890</td>
</tr>
<tr>
<td>Trans-Expanded road network</td>
<td>151.41</td>
<td>1576.275</td>
<td>0.570</td>
<td>0.890</td>
</tr>
<tr>
<td>Trans-Enabling business environment</td>
<td>151.19</td>
<td>1583.052</td>
<td>0.490</td>
<td>0.891</td>
</tr>
<tr>
<td>Leaders share their powers with the staff</td>
<td>152.24</td>
<td>1648.245</td>
<td>-0.089</td>
<td>0.895</td>
</tr>
<tr>
<td>Involve the staff in decision making</td>
<td>151.91</td>
<td>1631.993</td>
<td>0.104</td>
<td>0.894</td>
</tr>
<tr>
<td>Strong conviction towards their leaders</td>
<td>151.79</td>
<td>1666.345</td>
<td>-0.228</td>
<td>0.897</td>
</tr>
<tr>
<td>Partc-Improved operational efficiency</td>
<td>151.73</td>
<td>1637.454</td>
<td>0.042</td>
<td>0.895</td>
</tr>
<tr>
<td>Part-Enhanced quality of services offered</td>
<td>151.69</td>
<td>1637.001</td>
<td>0.040</td>
<td>0.895</td>
</tr>
<tr>
<td>Partc-Improved healthcare</td>
<td>151.61</td>
<td>1642.675</td>
<td>0.011</td>
<td>0.896</td>
</tr>
<tr>
<td>Partc-Expanded road network</td>
<td>151.61</td>
<td>1640.472</td>
<td>0.008</td>
<td>0.895</td>
</tr>
<tr>
<td>Partc-Enabling business environment</td>
<td>151.79</td>
<td>1651.098</td>
<td>-0.094</td>
<td>0.896</td>
</tr>
<tr>
<td>Leaders are devoid of egotism</td>
<td>151.19</td>
<td>1596.327</td>
<td>0.369</td>
<td>0.892</td>
</tr>
<tr>
<td>Focus on their staff welfare</td>
<td>151.39</td>
<td>1609.023</td>
<td>0.267</td>
<td>0.893</td>
</tr>
<tr>
<td>Committed towards staff full potential realization</td>
<td>151.36</td>
<td>1595.508</td>
<td>0.383</td>
<td>0.892</td>
</tr>
<tr>
<td>Clear vision for the county and staff</td>
<td>151.43</td>
<td>1628.133</td>
<td>0.104</td>
<td>0.895</td>
</tr>
<tr>
<td>Serve-Improved operational efficiency</td>
<td>151.43</td>
<td>1625.263</td>
<td>0.126</td>
<td>0.894</td>
</tr>
<tr>
<td>Serve-Enhanced quality of services</td>
<td>151.43</td>
<td>1615.060</td>
<td>0.212</td>
<td>0.894</td>
</tr>
<tr>
<td>Serve-Improved healthcare</td>
<td>151.31</td>
<td>1616.306</td>
<td>0.205</td>
<td>0.894</td>
</tr>
<tr>
<td>Serve-Expanded road network</td>
<td>151.33</td>
<td>1634.804</td>
<td>0.053</td>
<td>0.895</td>
</tr>
<tr>
<td>Serve-Enabling business environment</td>
<td>151.26</td>
<td>1610.802</td>
<td>0.227</td>
<td>0.893</td>
</tr>
</tbody>
</table>

4.6 Transactional Leadership Style and Implementation of Devolved Systems of Government

The first objective of this research study was to investigate the effect of transactional leadership style on the implementation of devolved systems of government in Kenya. While transactional leadership style was measured using staff remuneration, results achievement, leader confidence in staff, goals and standards, implementation of devolved systems was measured using operational efficiency, quality of services, improved healthcare, expanded road network and
enabling environment for businesses. Multiple linear regressions were run and Table 4.7 gives a summary of the data obtained.

This table gives the correlation coefficients, adjusted $R^2$ values for the four measures of transactional leadership style and five measures of implementation of devolved governments. A perfect correlation between two constructs is obtained when the correlation coefficient is 1. As such, the closer the correlation coefficient is to 1, the stronger the relationship between the variables in question.

**Table 4.7: Transactional Leadership Multiple Linear Regressions**

<table>
<thead>
<tr>
<th></th>
<th>Implementation of Devolved Governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational Efficiency</td>
</tr>
<tr>
<td></td>
<td>(Adjusted $R^2$)</td>
</tr>
<tr>
<td>Staff Remuneration</td>
<td>0.934</td>
</tr>
<tr>
<td>Results Achievement</td>
<td>0.922</td>
</tr>
<tr>
<td>Confidence in staff</td>
<td>0.855</td>
</tr>
<tr>
<td>Goals and standards</td>
<td>0.842</td>
</tr>
</tbody>
</table>

In Table 4.7, the least correlation coefficient is 0.842 (84.2%) while the largest is 0.980 (98.8%). Consequently, all the transactional leadership measures have positive and significant correlation with the implementation of devolved governments constructs. Table 4.8 gives the cumulative correlation coefficient between transactional leadership style and the implementation of devolved governments.
Table 4.8: Transactional Leadership Multiple Linear Regressions Model Summary

<table>
<thead>
<tr>
<th></th>
<th>Implementation of Devolved Governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational Efficiency (Adjusted R²)</td>
</tr>
<tr>
<td>Transactional Leadership Style</td>
<td>0.939</td>
</tr>
</tbody>
</table>

As this table shows, the correlation coefficient for transactional leadership style and the five measures of devolved government operational efficiency, quality of services, improved healthcare, improved road network and enabling business environment were 0.939, 0.926, 0.948, 0.982 and 0.973 respectively. The implication is that transactional leadership style is positively and significantly related to the implementation of devolved government. To compute the cumulative correlation coefficient, the average of the correlation coefficients for the five devolved government measure is computed to obtain a value of 0.9536. The interpretation is that there is a 95.36% correlation between transaction leadership style and the implementation of devolved governments.

4.7 Transformational Leadership Style and Implementation of Devolved Systems of Government

The second objective of this study was to establish the effect of transformational leadership style on implementation of devolved governments in Kenya. The transformational leadership style was measured using self-actualization, self-esteem, staff motivation towards goals, staff empowerment, and personal growth while the implementation of devolved government was measured using the same constructs as for transactional leadership style. Table 4.9 presents the data obtained. From this table, it is clear that the correlation coefficients between measures for transformational leadership style and the different measures for implementation of the devolved government are lower compared with that of transactional leadership style.
Table 4.9: Transformational Leadership Multiple Linear Regressions

<table>
<thead>
<tr>
<th></th>
<th>Implementation of Devolved Governments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational Efficiency</td>
</tr>
<tr>
<td></td>
<td>(Adjusted R^2)</td>
</tr>
<tr>
<td>Self-Actualization</td>
<td>0.461</td>
</tr>
<tr>
<td></td>
<td>Quality of Services</td>
</tr>
<tr>
<td></td>
<td>(Adjusted R^2)</td>
</tr>
<tr>
<td>Self-esteem</td>
<td>0.480</td>
</tr>
<tr>
<td></td>
<td>Improved Healthcare</td>
</tr>
<tr>
<td></td>
<td>(Adjusted R^2)</td>
</tr>
<tr>
<td>Motivation towards goals</td>
<td>0.578</td>
</tr>
<tr>
<td>Staff empowerment</td>
<td>0.467</td>
</tr>
<tr>
<td>Personal growth</td>
<td>0.138</td>
</tr>
<tr>
<td></td>
<td>Improved Road Network</td>
</tr>
<tr>
<td></td>
<td>(Adjusted R^2)</td>
</tr>
<tr>
<td></td>
<td>0.597</td>
</tr>
<tr>
<td></td>
<td>Enabling Business Env.</td>
</tr>
<tr>
<td></td>
<td>(Adjusted R^2)</td>
</tr>
<tr>
<td></td>
<td>0.100</td>
</tr>
</tbody>
</table>

The lowest correlation is 0.1 while the largest correlation coefficient is 0.597. As such, although these correlation coefficients are all positive, they are low and hence the relationship between transformational leadership style and implementation of devolved government is slightly weak. Table 4.10 gives the model summary for the cumulative transactional leadership measures.

This table shows that the largest correlation coefficient of 0.772 was that between transformational leadership style and improved healthcare, followed by 0.684 for quality of service, and 0.471 for operational efficiency. The weakest correlation is that between transformational leadership style and enabling business environment with a value of 0.153. The aggregate correlation between transformational leadership style and implementation of devolved government is obtained by finding the average of these values, giving a correlation coefficient of 0.5526.
Table 4.10: Transformational Leadership Multiple Linear Regressions Model Summary

<table>
<thead>
<tr>
<th>Transformational Leadership Style</th>
<th>Operational Efficiency (Adjusted R²)</th>
<th>Quality of Services (Adjusted R²)</th>
<th>Improved Healthcare (Adjusted R²)</th>
<th>Improved Road Network (Adjusted R²)</th>
<th>Enabling Business Env. (Adjusted R²)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.471</td>
<td>0.684</td>
<td>0.772</td>
<td>0.683</td>
<td>0.153</td>
</tr>
</tbody>
</table>

The interpretation is that there is 55.26% correlation between transformational leadership style and the implementation of devolved government.

4.8 Participative Leadership Style and Implementation of Devolved Systems of Government

In line with the third objective of determining the effect of participative leadership style on the implementation of devolved governments in Kenya, regression analysis was carried out between participative leadership style and implementation of the devolved governments. While the former as measured using three constructs of power sharing with staff, staff involvement in decision making and staff conviction towards leader, the latter was measured using variables similar to those used in transactional and transformative leadership styles. Table 4.11 shows the data obtained from this regression analysis.

As this table illustrates, participative leadership measures had very small correlation coefficients with implementation of devolved government measures, with all variables for participative leadership recording negative correlation coefficients for quality of service, operational efficiency, improved road network and enabling business environment.
Table 4.11: Participative Leadership Multiple Linear Regressions

<table>
<thead>
<tr>
<th></th>
<th>Implementation of Devolved Governments</th>
</tr>
</thead>
</table>
|                        | Operational Efficiency
|                        | (Adjusted R$^2$) | Quality of Services
|                        | (Adjusted R$^2$) | Improved Healthcare
|                        | (Adjusted R$^2$) | Improved Road Network
|                        | (Adjusted R$^2$) | Enabling Business Env.
|                        | (Adjusted R$^2$) |
| Power sharing with staff | 0.170 | -0.01 | 0.032 | 0.011 | 0.028 |
| Staff involvement in decision making | -0.014 | 0.033 | 0.007 | -0.007 | -0.002 |
| Conviction towards leader | -0.015 | 0.034 | 0.137 | 0.016 | 0.015 |

The highest correlation coefficient was that of 0.17 (17%) between power sharing and operational efficiency while the least was that of -0.015 (-1.5%) between conviction towards leaders and operational efficiency. Table 4.12 gives the cumulative correlation coefficient between all participative leadership measures and the implementation of the devolved governments.

Table 4.12 shows that the largest correlation coefficient was 0.139 (13.9%) between participative leadership style and improved healthcare while the least was -0.012 (-0.12%) between participative leadership style and operational efficiency. The aggregate correlation coefficient for all participative leadership style measures was obtained by computing the mean of the values in this table to yield a value of 0.0438. The interpretation is that participative leadership style accounted for only 4.38% of the implementation of devolved government.
Table 4.12: Participative Leadership Multiple Linear Regressions Model Summary

<table>
<thead>
<tr>
<th>Implementation of Devolved Governments</th>
<th>Operational Efficiency (Adjusted R²)</th>
<th>Quality of Services (Adjusted R²)</th>
<th>Improved Healthcare (Adjusted R²)</th>
<th>Improved Road Network (Adjusted R²)</th>
<th>Enabling Business Env. (Adjusted R²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participative Leadership Style</td>
<td>-0.012</td>
<td>0.040</td>
<td>0.139</td>
<td>0.030</td>
<td>0.022</td>
</tr>
</tbody>
</table>

4.9 Servant Leadership Style and Implementation of Devolved Systems of Government

The last objective for this research study was to establish the effect of servant leadership style on the implementation of devolved governments in Kenya. While servant leadership was measured using four variables namely egotism, Focus on staff, Staff full potential realization and Leader vision for staff & organization, the implementation of devolved governments was measured using five items namely operational efficiency, quality of services, improved healthcare, expanded road network and enabling environment for businesses. Table 4.13 shows the correlation coefficients obtained among these measures.

As this table shows, the lowest correlation coefficient was -0.012 (-0.2%) between leader’s vision for organization and staff and quality of services offered while the highest correlation coefficient was 0.261 (26.1%) between focus on staff and operational efficiency. Table 4.13 shows the model summary for the correlation coefficients between servant leadership style measures against the implementation of the devolved governments. As this table shows, the highest correlation coefficient was 0.307 (30.7%) between servant leadership and quality of services while the least was 0.148 (14.8%) between servant leadership and enabling business environment.
Table 4.13: Servant Leadership Multiple Linear Regressions

<table>
<thead>
<tr>
<th></th>
<th>Implementation of Devolved Governments</th>
<th>Operational Efficiency (Adjusted $R^2$)</th>
<th>Quality of Services (Adjusted $R^2$)</th>
<th>Improved Healthcare (Adjusted $R^2$)</th>
<th>Improved Road Network (Adjusted $R^2$)</th>
<th>Enabling Business Env. (Adjusted $R^2$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Egotism</td>
<td></td>
<td>0.176</td>
<td>0.085</td>
<td>0.106</td>
<td>0.100</td>
<td>0.139</td>
</tr>
<tr>
<td>Focus on staff</td>
<td></td>
<td>0.261</td>
<td>0.158</td>
<td>0.103</td>
<td>0.144</td>
<td>0.122</td>
</tr>
<tr>
<td>Staff full potential realization</td>
<td></td>
<td>0.132</td>
<td>0.266</td>
<td>0.138</td>
<td>0.061</td>
<td>0.035</td>
</tr>
<tr>
<td>Leader vision for staff &amp; organization</td>
<td></td>
<td>-0.007</td>
<td>-0.012</td>
<td>0.127</td>
<td>0.092</td>
<td>0.017</td>
</tr>
</tbody>
</table>

To obtain the aggregate correlation coefficient between servant leadership and the implementation of the devolved governments, an average of the values in Table 4.14 was computed, to give a value of 0.2352. The interpretation is that servant leadership style accounted for 23.52% of the variations observed in the implementation of devolved governments.

The next task was to substitute the coefficients obtained in the multiple regression mean function given by:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \ldots \ldots \ldots \ldots (i)$$

In this case:

$\beta_0 =$ intercept

$Y =$ the implementation of the devolved governments

$X_1 =$ Transactional leadership style
X₂ = Transformational leadership style

X₃ = participative leadership style

X₄ = servant leadership style

e = model deviations

and β₁, β₂, β₃ and β₄ are the respective coefficients for transactional, transformational, participative and servant forms of leadership respectively.

From the analysis discussed so far β₁ = 0.9536, β₂ = 0.5526, β₃ = 0.0438 and β₄ = 0.2352. Substituting these correlations in equation (i) we have:

\[ Y = \beta_0 + 0.9536X_1 + 0.5526X_2 + 0.0438X_3 + 0.2352X_4 \]  \hspace{1cm} (ii)

To obtain the value of the intercept (\( \beta_0 \)), all the predictors \( X_1, X_2, X_3 \) and \( X_4 \) should be set to zero. That is to say, transactional, transformational, participative and servant forms of leadership styles should be set to values of zero each. In this case, it is unlikely that all of these predictors can realistically be set to zero. As such, the intercept had no intrinsic meaning. In this research work, the purpose of a regression model was to help in the understanding of the relationship between predictors (leadership styles) and the response (implementation of devolved governance).
governments). Since all leadership styles can never be zero, there was no interest in the intercept and it was therefore dropped from the model. Equation (ii) therefore becomes:

\[ Y = 0.9536X_1 + 0.5526X_2 + 0.0438X_3 + 0.2352X_4 \]  

(iii)

Using equation (iii) as a basis, it is clear that the highest correlation coefficient was 0.9536 for \( X_1 \), followed by 0.5526 for \( X_2 \), 0.2352 for \( X_4 \) and lastly 0.0438 for \( X_3 \). Since \( X_1, X_2, X_3 \) and \( X_4 \) represented transactional leadership style, transformational leadership style, participative leadership style and servant leadership style respectively, it was noted that both transactional leadership style, transformational leadership style with correlation coefficients of 0.9536 and 0.5526 respectively were positive and significant. As such, the implementation of devolved governments is positively and significantly influenced by both transactional leadership styles and transformational leadership style. On the other hand, the correlation coefficient for participative leadership style and servant leadership style were 0.0438 and 0.2352 respectively. As such, the two leadership style had weak influence on the implementation of the devolved governments.

The interpretation of these results is that transactional leadership style accounted for 95.36% variance in the implementation of devolved governments. This was the strongest correlation coefficient recorded in this study. In addition, transformation leadership style explained 55.26% of the implementation of devolved government. This was a positive and significant correlation and became second after transactional leadership style. On its part, servant leadership accounted for only 23.52% of all the variations in the implementation of devolved government and became third after transactional and transformational leadership styles respectively.

Although this correlation was positive, it was a weak one compared to the previous leadership styles. Lastly, participative leadership style explained only 4.38% of the variations in the implementation of devolved governments. This was the weakest correlation coefficient recorded for this research study. Figure 4.1 gives a pictorial representation of these correlation coefficients. A large part of this pie chart is occupied by the transactional leadership style, followed by transformational leadership style, servant leadership style and the least coverage is that of participative leadership style.
The interpretation is that leadership features such as proper staff remuneration, results achievement, leader confidence in staff, and setting goals and standards for staff are crucial for the implementation of devolved government within Kisii County.

4.10 Chapter Summary

In this chapter, the responses from the field study have been presented. The questionnaire return rate was the first to be presented, and was noted to be 79.5%. The second set of data to be presented was that of demographics of the respondents including their gender, age, designation and the education level. The data on the research instrument’s reliability as determined by Cronbach’s Alpha was presented next and all constructs were found to have loaded higher than the threshold value of 0.7. Based on the Cronbach’s Alpha, the validity of the instrument was calculated using content valid index and was found to be unity (1). The rest of the chapter focused on the multiple linear regressions among the various leadership styles and the implementation of the devolved governments. Transactional leadership with a correlation coefficient of 0.9536 was noted to have the strongest influence on the implementation of devolved governments. This was followed by transformational leadership style, servant leadership and participative leadership style with correlation coefficients of 0.5526, 0.148 and 0.0438 respectively.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings on a study that was carried out to establish the influence of the various leadership styles on the implementation of the devolved governments as envisaged in the Kenyan Constitution 2010 for the decentralization of services and resources to various parts of the country. Initially administration of resources and some services was done centrally. The intention of establishing devolved government was to ensure that the common citizen (mwananchi) receive services timely and appropriately. This was meant to ensure democratic an accountable exercise of power were to be promoted, to give powers of self-governance to the people and enhance the participation of the people in the exercise of powers of the state and in making decisions affecting them, protect and promote the interests and rights of the minorities and marginalized communities, recognize the right of communities to manage their own affairs and further their development, ensure equitable sharing of national and local resources throughout Kenya, enhance checks and balances and separation of powers, fostering national unity by recognizing diversity among other objects of devolution. The conclusions that were drawn from this study are based on the laid down objectives as well as the recommendations that could be inferred from this study are also discussed.

5.2 Summary

The purpose of this study was to find out the role of leadership styles on the implementation of devolved governments in Kenya. Theoretically, leadership is regarded as one of the most crucial components that influence the success or failure of majority of organizations. This is because leadership concerns itself with the process of influencing employees within an organization towards the achievement of its goals. These goals can only be achieved upon applying the appropriate kind of leadership style within a given organization and the followers to be ready to accept that kind of leadership. However some resistance can be experienced from employees in an organization when there is culture change as most of them will tend to believe that if the same
change is implemented they might be rendered redundant. Due to this leadership style in dictating performance and success of an organization a number of researches have been carried out in this area.

While some studies have investigated the influence of solitary features such as demographics, skills, abilities and personality traits on leadership effectiveness, others have concentrated on different theories, leadership styles and models. This has helped to understand the leadership context and hence has facilitated the people in power to influence their subordinates towards achieving organizational goals. Most importantly, the current global economy is characterized by many changes such as technological advances which require specific changes in organizations and business environment. As such, leadership styles and theories have to be shifted to fit the prevailing conditions.

This study had four objectives, which were to investigate the effect of transactional leadership style on the implementation of devolved systems of government in Kenya; establish the effect of transformational leadership style on implementation of devolved governments in Kenya; determine the effect of participative leadership style on the implementation of devolved governments in Kenya; and to establish the effect of servant leadership style on the implementation of devolved governments in Kenya. The data collected from the field using questionnaires as the data collection instrument provided the rationale for achieving all these laid down objectives.

The Kenyan constitution that was enacted in 2010, advocates for the establishment of devolved governments. The focus of these new forms of government was the decentralization of operations and stimulates development in various parts of the country. This was in realization of the fact that, although local governments were meant to address the regional development problems, they failed since they still embraced a strong centralized governance arrangement. This shift from centralized form of government to devolved forms of government is regarded in this study a form of organizational and operational change from the viewpoint of the employees.

Given that majority of the employees within these devolved governments were inherited from the municipal, city and county councils, some form of organizational change including leadership style and employees’ ways of doing things is required in order to align with the goals
and missions of the devolved governments. For instance, devolved governments have been characterized by heavy utilization of technology in budgeting and planning, which require that the employees positively embrace this new technology for the county governments to attain some good operational efficiency. Effective leadership styles and skills are essential for this operational as well as technology changes.

When new structures of government and administration are implemented, people need to change the way they do things in order to align themselves with the new frameworks. Additionally, the implementation of new technologies requires cultural change among the staff that will be interacting with these technologies. In realization of this, it is the leader’s role to guide and direct the followers of the organization, the need for organizational culture or organizational culture change that will lead towards a direction that will enable the institution to achieve its goals, objectives and vision. The employees’ ways of life has a direct effect on their performance within an organization, which in turn affect the overall performance of the organization as a whole. A good leader has to ensure that the introduction of culture change in an organization is well communicated and perceived by the employees in order to avoid conflicts within an organization. Poor leadership styles may lead to improper culture among the subjects that may render new technologies and structures of government ineffective, inefficient or unusable. As a vision leader ought to ensure that followers of an organization are exposed to new technologies in the market. A leader shall have initiatives of subjecting his followers to the trainings and refresh courses to enable them acquire new skills which shall be applied in performing their duties in line with the culture change in the organization. And through this the organization the organization shall be in upper hand to achieve positive results as per its vision, objective and goals.

To achieve the research objectives, a descriptive research design was adopted. The target population included the management and staff working in Kisii County government. Simple random sampling was employed to select respondents for this study and the required data was collected by use of questionnaires. Thereafter, these data was presented in tables and figures. Further statistical analysis was carried out including percentages and regression. From the research findings, it was noted that transactional leadership style exhibited the strongest correlation with the implementation of the devolved governments, followed by transformational,
servant and participatory leadership styles respectively. The study results are anticipated to be crucial for the devolved government administration in understanding how leadership and county staff are to be aligned for the realization of the devolved government goals.

5.3 Conclusions/Findings

The study on the leadership styles and their influence on the implementation of devolved governments in Kenya, with Kisii County being the case study was concluded successfully by achieving all its laid down objectives. The first objective of this research study was to find out the effect of transactional leadership style on the performance of devolved governments. The regression analysis results and particularly the adjusted $R^2$ correlation coefficient value between transactional leadership style and the implementation of devolved systems of government was observed to be 0.9536, which was fairly close to unity (1) or 100%. The finding on transactional leadership style on the performance of devolved government was 100% proofing to be the appropriate leadership style to be employed in the implementation of devolved governments. The conclusion was then that transactional leadership style accounted for up to 95.36% of the variations in the implementation of devolved systems of governments, which was a very strong influence. As such, transactional leadership style had 95.36% effect on the performance of devolved governments.

The second objective was to establish the influence of transformational leadership style on implementation of county governments. The results of regression analysis between transformational leadership style and the implementation of devolved governments yielded an adjusted $R^2$ correlation coefficient value of 0.5526, which was nearly midway between zero and unity. The transformational leadership style was found to be of average performance in the implementation of devolved governments. The conclusion was that transformational leadership style explained up to 55.26% of the variations in the implementation of devolved government, which is an average influence. Consequently, the influence of transformational leadership style on implementation of county governments was 55.26%.

The third objective was to determine the impact of participative leadership style on the execution of devolved systems of governance within the country. To achieve this objective, a regression
analysis was carried out between participative leadership style and the implementation of
devolved governments. An adjusted $R^2$ correlation coefficient value of 0.0438 was obtained,
implying that participative leadership style explained up to only 4.38\% of the variations in the
implementation of devolved governments, which was the weakest correlation coefficient
recorded, hence weakest in the performance implementation of devolved governments. The
implication is that the impact of participative leadership style on the execution of devolved
systems of governance within the country was 4.38\% only.

The last objective was to ascertain the effect of servant leadership style on the discharge of
county government functions in Kenya. Similarly, servant leadership style was regressed against
the implementation of devolved governments in Kenya. An adjusted $R^2$ correlation coefficient
value of 0.148 was obtained. Consequently, it accounted for up to 14.8\% of all the variations in
the implementation of devolved governments, which was a weak influence. The interpretation is
that the effect of servant leadership style on the discharge of county government functions in
Kenya was 14.8\%, which was a fairly feeble effect.

5.4 Recommendations

This study endeavored to find out the influence of the various leadership styles on the
implementation of devolved governments as enshrined in the Kenya Constitution 2010 under
chapter eleven of the same. All of the four objectives were achieved as explained in section 5.3
above. The study contributed to the knowledge gaps by empirically showing how transactional
leadership style, transformational leadership style, participative leadership style and servant
leadership style influence the devolved governments within the republic of Kenya. This filled the
gaps that were identified, in which it was noted that at present, scanty empirical evidences exist
on the effects of county government leadership styles on the implementation of the devolved
governments in Kenya. The results of this study are therefore recommended for adoption with
the Kenyan county governments. Though the Kenyan Constitution 2010 advocates for
participative kind of leadership style among other researchers, the findings in this research tends
to overrule the same. Participative leadership style is characterized with long time decision
making as it involves everyone’s input which leads to culture of consultation in all decision
making and this drags the whole process of change. Hence transactional leadership style was observed to have the greatest correlation coefficient and as such, is the most preferred form of leadership that county management should strive to put in place. It was shown to positively lead to an increase in operational efficiency, improved quality of services, enhanced healthcare, expanded road network and the creation of an enabling business environment. The results of this research work though reflect the views of Kisii County management and staffs, are applicable to other counties as well. Hence the implementers of this study shall be the top management of county governments. In this research study, multiple regression analysis using adjusted R² value was used as the performance metric. Further studies in this area are therefore encouraged to use other performance measures such as P-values. Also in future a detailed research can be carried out at doctorate level on leadership styles, culture and implementation devolved governments in Kenya.

5.5 Chapter Summary

This chapter has provided the summary of the findings that were obtained from the field study in a research study that sought to establish the influence of the various leadership styles on the implementation of the devolved governments. The conclusions emanating from the research study have also been elaborated in accordance with the laid down objectives. It has been established that the adjusted R² correlation coefficient was used as the metric in gauging the relationships between the various leadership styles and the implementation of the devolved governments. Depending on the value of this correlation coefficient, some influences were regarded as very strong, average, weak and insignificant. Towards the end of the chapter, recommendations based on the research findings, which include the adoption of the transactional leadership style in the Kenyan County governments and the utilization of P-value in the examination of the leadership styles – implementation of the devolved governments has been discussed
REFERENCES


European Centre for Research Training and Development. Vol.4. (pp.25-34).


QUESTIONNAIRE

Dear Respondent,

I am a Graduate Student at Management University of Eastern Africa, pursuing Master of Leadership and Management. I am to carry a research and write a report. My research focuses on ‘Leadership Styles and its influence on Devolved Governments In Kenya: A Case Study Of Kisii County’

Kindly respond to the questionnaire with ultimate honesty. Please DO NOT write your name or identification because the information will be treated as confidential. Once filled in, it will be mixed together with the others therefore, please answer without any fear. There is no right or wrong answer. Am interested in your opinion and experience, so please answer spontaneously and do not worry because the information provided will be treated with utmost confidentiality. Thank you for your collaboration and taking your time to support this study.

Place a tick (√) in as appropriate.

SECTION A: PERSONAL DATA

A1: What is your gender?  Male [ ] Female [ ]

A2: What is your age in years?  20 to 30 [ ] 30 to 40 [ ]  40 to 50 [ ] above 50 [ ]

A3: What is your level of education?  Primary [ ] Secondary [ ]  Diploma [ ] Undergraduate [ ] Postgraduate [ ]

A4: What is your designation in this county? Place a tick (√) on only one  County Executive Member [ ] Member of county assembly [ ] Heads of Department [ ] Public Service Board Member [ ] Staff [ ]
SECTION B: TRANSACTIONAL LEADERSHIP STYLE EFFECTS ON THE IMPLEMENTATION OF DEVOLVED GOVERNMENT

(This leadership style is characterized by staff remuneration, results achievement, leader confidence in staff, goals and standards)

(Kindly indicate your level of agreement with these leadership features)

B1: The Kisii County Government leaders offer ideal remuneration to their staff

<table>
<thead>
<tr>
<th>Definitely Yes</th>
<th>Probably Yes</th>
<th>Not Sure</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
</table>

B2: Leadership within Kisii County aims at results achievement.

<table>
<thead>
<tr>
<th>Definitely Yes</th>
<th>Probably Yes</th>
<th>Not Sure</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
</table>

B3: Kisii County Government leaders are confident on staff abilities to deliver.

<table>
<thead>
<tr>
<th>Definitely Yes</th>
<th>Probably Yes</th>
<th>Not Sure</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
</table>

B4: Leaders in Kisii County Government set goals and standards for their staff

<table>
<thead>
<tr>
<th>Definitely Yes</th>
<th>Probably Yes</th>
<th>Not Sure</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
</table>

Kindly rate the effect of the transactional County leadership style on implementation of devolved government

(1 = Definitely Yes  2 = Probably Yes  3 = Not Sure  4 = Probably Not  5 = Definitely Not)

<table>
<thead>
<tr>
<th>The Transactional Leadership Style Employed Has Led To:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved operational efficiency</td>
</tr>
<tr>
<td>Enhanced quality of services offered</td>
</tr>
</tbody>
</table>

71
SECTION C: TRANSFORMATIONAL LEADERSHIP STYLE EFFECTS ON THE IMPLEMENTATION OF DEVOLVED GOVERNMENT

(This leadership style is characterized by staff self-actualization, self-esteem, staff motivation towards goals, staff empowerment and personal growth)

(Kindly indicate your level of agreement with these leadership features)

**C1:** The Kisii County Government leaders have facilitated staff self-actualization
- Definitely Yes [ ]
- Probably Yes [ ]
- Not Sure [ ]
- Probably Not [ ]
- Definitely Not [ ]

**C2:** Leadership within Kisii County have helped foster self esteem on the staff
- Definitely Yes [ ]
- Probably Yes [ ]
- Not Sure [ ]
- Probably Not [ ]
- Definitely Not [ ]

**C3:** Kisii County Government leaders have motivated staff towards goals attainment
- Definitely Yes [ ]
- Probably Yes [ ]
- Not Sure [ ]
- Probably Not [ ]
- Definitely Not [ ]

**C4:** Leaders in Kisii County Government encourage staff empowerment
- Definitely Yes [ ]
- Probably Yes [ ]
- Not Sure [ ]
- Probably Not [ ]
- Definitely Not [ ]

**C5:** Kisii County Government leaders facilitate staff personal growth
- Definitely Yes [ ]
- Probably Yes [ ]
- Not Sure [ ]
- Probably Not [ ]
- Definitely Not [ ]

Kindly rate the effect of the transformational County leadership style on implementation of devolved government

(1 = Definitely Yes  2 = Probably Yes  3 = Not Sure  4 = Probably Not  5 = Definitely Not)

72
The Transformational Leadership Style Employed Has Led To:

- Improved operational efficiency
- Enhanced quality of services offered
- Improved healthcare within the county
- Expanded road network within the county
- Enabling business environment

SECTION D: PARTICIPATIVE LEADERSHIP STYLE EFFECTS ON THE IMPLEMENTATION OF DEVOLVED GOVERNMENT

(This leadership style is characterized by leaders power sharing with staff, staff involvement in decision making and staff conviction towards leader)

(Kindly indicate your level of agreement with these leadership features)

D1: The Kisii County Government leaders share their powers with the staff
   Definitely Yes [ ] Probably Yes [ ] Not Sure [ ] Probably Not [ ] Definitely Not [ ]

D2: Leadership within Kisii County involve the staff in decision making
   Definitely Yes [ ] Probably Yes [ ] Not Sure [ ] Probably Not [ ] Definitely Not [ ]

D3: The staffs within Kisii County Government have strong conviction towards their leaders
Kindly rate the effect of the participative County leadership style on implementation of devolved government

\( (1 = \text{Definitely Yes} \quad 2 = \text{Probably Yes} \quad 3 = \text{Not Sure} \quad 4 = \text{Probably Not} \quad 5 = \text{Definitely Not}) \)

<table>
<thead>
<tr>
<th>The Participative Leadership Style Employed Has Led To:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved operational efficiency</td>
</tr>
<tr>
<td>Enhanced quality of services offered</td>
</tr>
<tr>
<td>Improved healthcare within the county</td>
</tr>
<tr>
<td>Expanded road network within the county</td>
</tr>
<tr>
<td>Enabling business environment</td>
</tr>
</tbody>
</table>

**SECTION E: SERVANT LEADERSHIP STYLE EFFECTS ON THE IMPLEMENTATION OF DEVOLVED GOVERNMENT**

(This leadership style is characterized by leaders devoid of egotism, focus on staff, staff full potential realization, leader vision for staff & organization)

(Kindly indicate your level of agreement with these leadership features)

**E1:** The Kisii County Government leaders are devoid of egotism
Definitely Yes [ ]  Probably Yes [ ]  Not Sure [ ]  Probably Not [ ]  Definitely Not [ ]

**E2:** Leadership within Kisii County greatly focus on their staff welfare
  Definitely Yes [ ]  Probably Yes [ ]  Not Sure [ ]  Probably Not [ ]  Definitely Not [ ]

**E3:** The County leaders are committed towards staff full potential realization
  Definitely Yes [ ]  Probably Yes [ ]  Not Sure [ ]  Probably Not [ ]  Definitely Not [ ]

**E5:** Kisii County Government leaders have clear vision for the county and staff
  Definitely Yes [ ]  Probably Yes [ ]  Not Sure [ ]  Probably Not [ ]  Definitely Not [ ]

Kindly rate the effect of the servant County leadership style on implementation of devolved government

\[(1 = \text{Definitely Yes} \quad 2 = \text{Probably Yes} \quad 3 = \text{Not Sure} \quad 4 = \text{Probably Not} \quad 5 = \text{Definitely Not})\]

<table>
<thead>
<tr>
<th>The Servant Leadership Style Employed Has Led To:</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved operational efficiency</td>
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<td></td>
</tr>
<tr>
<td>Enhanced quality of services offered</td>
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<td></td>
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<tr>
<td>Improved healthcare within the county</td>
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<tr>
<td>Expanded road network within the county</td>
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<tr>
<td>Enabling business environment</td>
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</tbody>
</table>
SECTION F: IMPLEMENTATION OF DEVOLVED GOVERNMENT IN KISII COUNTY

Kindly rate the effect of the implementation of devolved government in Kisii County

(1 = Definitely Yes  2 = Probably Yes  3 = Not Sure  4 = Probably Not  5 = Definitely Not)

<table>
<thead>
<tr>
<th>The implementation of Devolved government in Kisii County Has Led To:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in operational efficiency</td>
</tr>
<tr>
<td>Improved quality of services offered to citizens</td>
</tr>
<tr>
<td>Superior healthcare services</td>
</tr>
<tr>
<td>Better and improved road network within the county</td>
</tr>
<tr>
<td>Creation of enabling environment for businesses</td>
</tr>
</tbody>
</table>

Thank you for answering this questionnaire

- End-