

**LEADERSHIP STYLES AND ADOPTION OF DIGITAL
TRANSFORMATION IN THE PUBLIC SECTOR IN KENYA: A CASE
STUDY COMMUNICATIONS AUTHORITY OF KENYA**

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DECLARATION

This project is my original work and has not been presented for a degree in any other University

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

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DEDICATION

I dedicate this work to my beloved family led by my soulmate and Vivian who has created the conducive environment for right mindset and peace at home. Always, pushing me to achieve my goals and conclude the project on time, while leading my children in praying for me constantly. To my three daughters, Princess Victoria, Amanda Talai and Angel, I dedicate this project to you as an attestation that handwork pays and I have led the way for you to walk on it.

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ABSTRACT

Public sector institutions in Kenya are struggling with digital transformation due to ineffective leadership, a lack of understanding of how leadership styles impact this process, and a significant digital divide, which hinders equitable access to services and exacerbates social inequalities, ultimately risking the country's economic and social benefits as outlined in its Vision 2030 plan. Therefore, the main aim of this study was to investigate the leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of the Communications Authority of Kenya. This objective guided the study to determine the effect of visionary leadership style on the adoption of digital transformation, to establish the effect of transformational leadership style on the adoption of digital transformation, to assess the effect of transactional leadership style on the adoption of digital transformation, to establish the effect of participative leadership style on the adoption of digital transformation and to ascertain the effect of authoritative leadership style on the adoption of digital transformation. Transformational Leadership Theory and Adaptive Leadership Theory was guiding the study. The study adopted a descriptive research design. The target population was 230 employees of the CAK involved in digital transformation projects. Yamane formulae was used to calculate a sample size of 146 respondents. Stratified sampling was used to select respondents. Data was collected through the use of questionnaires. A pilot study was conducted in the Media Council of Kenya (MCK) to ascertain the validity and reliability of research instruments. The data was coded and entered into the computer for analysis using the Statistical Package for Social Sciences (SPSS Version 25). Quantitative data from the questionnaires was analyzed using descriptive and inferential statistics. Descriptive statistics included frequency, percentages, mean, and standard deviation. The inferential analysis was carried out through regression analysis to test the direct and indirect effects of the study variables. Data was presented in tables. The study results revealed that there was a positive linear effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya. ($\beta_1=0.202$, $p=0.020$). Transformational leadership style has a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_2=0.253$, $p=0.001$). Transactional leadership style has a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_3=0.134$, $p=0.035$). Participative leadership style was found to have a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_4=0.240$, $p=0.005$). Authoritative leadership style was found to have a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_5=.162$, $p=0.017$). The study concluded that digital transformation in Kenya's public sector is influenced by visionary, transformational, transactional, participative, and authoritative leadership styles. Visionary leaders communicate a clear vision, inspire creativity, empower employees, and provide resources for learning digital skills. Transactional leaders outline rewards, clarify performance goals, and emphasize consequences of not adopting digital tools. Participative leaders involve team members in decision-making and foster innovation. Authoritative leaders communicate vision, set expectations, and provide feedback. The study recommended that leaders should strengthen visionary leadership practices, cultivate transformational leadership styles, leverage transactional leadership, and adopt participative leadership styles to effectively

communicate the vision for digital transformation and inspire employees to embrace new digital tools and processes. They should also provide resources, support, and celebrate successes, and emphasize the potential consequences of not adopting new digital tools.

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ACRONYMS AND ABBREVIATIONS

CA	Communications Authority
CAK	Communications Authority of Kenya
CEO	Chief Executive Officer
MCK	Media Council of Kenya
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for Social Sciences
USA	United State of America

OPERATIONAL DEFINITION OF TERMS

Adoption of digital transformation involves integrating digital tools and methods into government organizations to improve efficiency, enhance citizen services, and increase transparency (Ohlert, Giering & Kirchner, 2022).

Authoritative leadership is characterized by clear direction, vision, and the ability to inspire and guide team members toward achieving common goals (Ahmed Iqbal et al., 2021).

Digital transformation is the process of integrating digital technologies into all areas of a business, fundamentally changing how the organization operates and delivers value to customers (Nadkarni & Prügl, 2021).

Participative Leadership involves leaders creating an environment where employees feel empowered to make decisions, take ownership of tasks, and collaborate to achieve shared objectives. This style emphasizes employee autonomy and collective problem-solving (Wang, Hou & Li, 2022).

Public sector refers to the part of the economy that is controlled and managed by the government (Beaumont, 2024).

Transactional leadership involves setting clear goals and expectations, monitoring performance, and providing incentives or penalties based on achievement. This style emphasizes efficiency and adherence to established procedures (Abbas & Ali, 2023).

Transformational leadership involves leaders articulating a compelling vision for digital transformation, empowering employees to take ownership of the change process, and fostering a culture of innovation and continuous improvement (Manu, 2022).

Visionary leadership involves leaders clearly communicating a shared vision for digital transformation, breaking it down into achievable goals, and consistently reinforcing the importance of this vision to drive employee engagement and motivation (Karwan, Hariri & Ridwan, 2021).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presented background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, chapter summary.

1.1 Background

An effective leader influences employees productivity in the desired manner to achieve desired goals such as organizational digital transformation. Different leadership styles, may affect organizational digital transformation (Erdel & Takkaç, 2020). Leadership is a crucial aspect of any organization's success. Effective leadership plays a pivotal role in influencing employee productivity, particularly in the context of achieving organizational goals such as digital transformation. Leadership styles significantly affect how organizations navigate this transformative process (Erdel & Takkaç, 2020). Leaders are essential in shaping the work environment and driving employee engagement. Effective leaders communicate their vision clearly, fostering an atmosphere where employees feel motivated to contribute to organizational objectives.

To effectively lead an organization through digital transformation, leaders must employ specific strategies that align with the goals of the transformation process. Leaders must articulate the vision and objectives of digital transformation clearly to ensure all employees understand their roles in the process (Mwita & Joanthan, 2019). Encouraging employee involvement in decision-making fosters a sense of ownership and accountability, which can enhance productivity and innovation. Implementing systems that recognize and reward employee contributions can boost morale and motivation,

driving higher productivity levels. Leaders should promote a culture that embraces change and encourages experimentation, allowing the organization to respond effectively to technological advancements and market demands. There are several leadership styles that can be adopted such as visionary, transformational, transactional, participative and authoritative leadership (Islam, Juraybi & Alraythi, 2021).

1.1.1 Visionary Leadership

Visionary leadership is about inspiration and looking towards the future (Sibeko & Barnard, 2020). Visionary leaders conceive a compelling vision of what the future could be and rally people around that vision. They are strategic thinkers who can clearly communicate their ideas and get others excited to follow. Visionary leadership is a management style characterized by the ability to envision a compelling future state and inspire others to work towards making it a reality (Mascareño et al., 2020).

1.1.2 Transformational Leadership

Transformational leadership inspire and motivate their teams. But they also go a step further by helping team members develop their full potential (Al Harbi et al., 2019). They challenge the status quo, encourage creativity, and help people grow both personally and professionally. Transformational leadership is a management style characterized by the ability to inspire and motivate followers to achieve extraordinary results. Transformational leaders articulate a compelling vision and inspire their followers to pursue ambitious goals (Manu, 2022). They motivate their teams by appealing to their values and aspirations. These leaders serve as role models, demonstrating high moral standards and ethical conduct. They earn the trust and respect of their followers through their actions and integrity.

1.1.3 Transactional Leadership

Transactional leadership is a management style that focuses on the exchange of skills, knowledge, resources, or effort between leaders and their subordinates (Ugwu & Okore, 2020). Transactional leaders define expectations and identify appropriate rewards, such as bonuses or recognition, that are granted when subordinates meet those expectations. Transactional leaders take corrective action in response to (in)effective performance, either actively monitoring and anticipating problems or passively intervening only when issues become serious (Udayanga, 2020).

1.1.4 Participative Leadership

Participative leadership is all about collaboration and getting input from others (Owusu-Agyeman, 2021). Participative leaders involve their teams in decision-making and encourage open communication. This can lead to increased buy-in from team members and more creative solutions to problems. Participative leadership is a management style where leaders actively involve their team members in the decision-making process (Wang et al., 2022). Participative leaders encourage employees to provide input and share their perspectives before making final decisions. Participative leaders foster an environment of transparent, two-way communication where employees feel comfortable voicing their ideas. Participative leadership empowers employees by giving them more autonomy and a sense of ownership over their work (Silla et al., 2020).

1.1.5 Authoritative Leadership

Authoritative leaders make decisions on their own and expect their team members to follow those decisions without question (Busse & Regenberg, 2019). This can be an effective style in crisis situations or when quick decisions need to be made. However,

it can also lead to dissatisfaction and decreased morale among team members if overused (Mohammed, Shittu & Lawal, 2022). Authoritative leadership is a management style where leaders take full control and responsibility for decision-making and guiding their team. Authoritative leaders have a strong sense of purpose and can clearly articulate their vision to their team. They set ambitious goals and provide clear direction on how to achieve them.

1.1.6 Leadership Styles and Adoption of Digital Transformation

The adoption of digital transformation within organizations, particularly in the public sector, is a multifaceted process that requires effective leadership and strategic alignment. Leaders must embrace a transformational style that fosters a clear vision and encourages collaboration among stakeholders to navigate the complexities of integrating digital technologies. This approach not only enhances governance and service delivery but also promotes a culture of innovation, allowing organizations to adapt to rapidly changing technological landscapes. For instance, leaders who prioritize agility and stakeholder engagement can significantly improve citizen engagement and transparency in public services, ultimately leading to better outcomes for society as a whole (Kusanke et al., 2023; Ly, 2023).

Moreover, the successful implementation of digital transformation initiatives often hinges on breaking down organizational silos and fostering cross-functional collaboration. In various countries, such as South Africa and Nigeria, governments are actively pursuing digital strategies to enhance public sector efficiency. These initiatives require leaders to effectively communicate the benefits of digital transformation and manage change within their organizations (Fashoro & Barnard, 2021; Shenkoya, 2023). By cultivating an environment that supports knowledge sharing and co-creation, leaders

can facilitate the adoption of digital technologies that align with strategic objectives and meet the needs of citizens (Tjulin & Klockmo, 2023).

1.1.7 Profile of Communication Commission of Kenya

The Communications Authority of Kenya (CA), formerly known as the Communications Commission of Kenya, is the independent regulatory agency responsible for overseeing the information and communications technology (ICT) sector in Kenya. Established in 1999, the CA plays a crucial role in licensing, regulating, and promoting the telecommunications, broadcasting, and postal services within the country.

The CA was formed following the enactment of the Kenya Information and Communications Act (KICA) in 1998, which led to the separation of the Kenya Posts and Telecommunications Corporation into distinct entities. The Authority operates as a corporate body with perpetual succession and a common seal, allowing it to engage in legal actions, manage assets, and perform various functions necessary for its mandate. The headquarters of the CA is located in Nairobi, with regional offices in Mombasa, Kisumu, and Nyeri. It operates under the jurisdiction of the Government of Kenya, specifically under the Ministry of Information, Communications, and the Digital Economy (AfroCave, 2021).

The CA is responsible for licensing all systems and services in the communications sector, including telecommunications, postal, courier, and broadcasting services. It regulates the sector to ensure fair competition, protect consumer rights, and manage retail and wholesale tariffs for communication services. The Authority manages the country's frequency spectrum and numbering resources, ensuring efficient use and allocation. The CA administers the USF, which aims to promote access to ICT services

across Kenya, particularly in underserved areas. Following amendments to its mandate, the CA also oversees cybersecurity measures and collaborates with other entities to mitigate cyber threats.

The CA operates independently from government and commercial interests, ensuring that its regulatory functions are free from external influence. This independence is essential for maintaining the integrity of the regulatory process and fostering a competitive environment within the ICT sector. The governance structure of the CA includes a Board of Directors responsible for policy formulation and oversight. The Board is appointed by the President and is tasked with ensuring that the Authority fulfills its objectives effectively. The Director-General oversees the day-to-day operations of the Authority.

The Authority led the transition from analog to digital broadcasting, making Kenya one of the first countries in Africa to meet international deadlines for digital switchover. The CA promotes the growth of e-commerce in Kenya, supporting initiatives that enhance the digital economy and improve access to online services. The Authority actively works to safeguard consumer rights in the ICT sector, addressing issues such as service quality, pricing, and access to information. The Communications Authority of Kenya plays a vital role in shaping the country's ICT sector, ensuring that it remains competitive, innovative, and accessible to all Kenyans.

1.2 Statement of the Problem

Public sector institutions in Kenya, like the Communications Authority of Kenya (CAK), are facing challenges in effectively adopting digital transformation initiatives. Leadership styles play a crucial role in driving organizational change, but the specific influence of leadership on digital transformation success within the Kenyan public

sector remains unclear. Kenya prioritizes digital transformation in its Vision 2030 plan, but progress remains slow. Ineffective leadership hinders the implementation of digital strategies and hinders service delivery efficiency. Delays in digitalization lead to public dissatisfaction with government services. Streamlined digital processes can improve access to information and services, impacting citizen trust and engagement.

If this problem is not solved public institutions may struggle to keep pace with evolving citizen needs and expectations in a digital age. Kenya may miss out on the economic and social benefits associated with a digitally enabled public sector. Inequitable access to technology and services can exacerbate existing social and economic inequalities (Torfing, Sørensen, & Røiseland, 2019).

In Kenya there is digital divide, both within the workforce and among citizens, exacerbates challenges related to digital transformation in the public sector, as leaders struggle to bridge the gap and ensure equitable access to digital services and opportunities for all stakeholders. Despite the growing emphasis on digital transformation in the public sector, there is a lack of comprehensive understanding regarding its specific impact on leadership styles within government agencies (Onyango, & Ondiek, 2021). The specific influence of different leadership styles on the success of digital transformation initiatives within Kenyan public sector institutions is not well understood. This gap complicates efforts to identify effective leadership practices that could facilitate successful digital adoption. There is a lack of comprehensive understanding regarding how digital transformation affects leadership styles and capabilities within government agencies. This includes how leaders can adapt their approaches to effectively manage change in a digital context. Exacerbation of Inequalities: The existing digital divide, both within the workforce and among citizens,

presents significant challenges for leaders aiming to implement inclusive digital strategies. The failure to bridge this gap can lead to further marginalization of vulnerable groups, undermining the overall goal of equitable access to digital services. Current policies do not adequately address the need for inclusivity in digital transformation efforts. This lack of focus hampers equitable access to digital opportunities, particularly for marginalized communities, and may perpetuate historical inequalities. Although Kenya's Vision 2030 emphasizes digital transformation, actual progress remains slow due to ineffective leadership and inadequate infrastructure. This stagnation leads to public dissatisfaction with government services, highlighting a disconnect between policy intentions and real-world outcomes. The limited capacity in understanding and implementing advanced digital technologies among leaders further complicates the successful adoption of digital initiatives. This shortfall in skills hampers the ability of leaders to leverage technology effectively for public service delivery.

Addressing this gap in knowledge is crucial for identifying potential challenges and opportunities associated with digital transformation, and for developing strategies to enable public sector leaders to effectively navigate and lead in the digital age. Therefore, the problem statement of this study was to investigate the leadership styles and adoption of digital transformation in the public sector in Kenya.

1.3 Objectives

The general objective of the study was to investigate the leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya.

1.3.1 Specific Objective

- i. To determine the effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya
- ii. To establish the effect of transformational leadership style on the adoption of digital transformation in the public sector in Kenya
- iii. To assess the effect of transactional leadership style on the adoption of digital transformation in the public sector in Kenya
- iv. To establish the effect of participative leadership style on the adoption of digital transformation in the public sector in Kenya
- v. To ascertain the effect of authoritative leadership style on the adoption of digital transformation in the public sector in Kenya.

1.4 Research Questions

- i. How does visionary leadership style affect adoption of digital transformation in the public sector in Kenya?
- ii. To what extent does transformational leadership style affect adoption of digital transformation in the public sector in Kenya?
- iii. How does transactional leadership style affect adoption of digital transformation in the public sector in Kenya?
- iv. To what extent does participative leadership style affect adoption of digital transformation in the public sector in Kenya?
- v. How does authoritative leadership style affect adoption of digital transformation in the public sector in Kenya?

1.5 Significance of the Study

The study benefited the following

Public Sector Leaders in Kenya: By examining the case of the Communications Authority of Kenya (CAK), leaders in other Kenyan public sector organizations can gain insights into how leadership styles can influence the adoption of digital transformation initiatives. This can help them develop their own leadership approaches to drive similar transformations within their organizations.

Policymakers in Kenya: The study's findings can inform policymakers on how to create an environment that fosters successful digital transformation in the public sector. This could involve developing guidelines or training programs to support leadership development for digital transformation.

Researchers: The research can contribute to the broader body of knowledge on leadership and digital transformation in public sectors. This can inform future research efforts and provide valuable comparisons across different countries.

The Public: Ultimately, the benefits of a successful digital transformation in the public sector should reach the Kenyan public. By improving efficiency and service delivery, citizens can expect better interactions with government agencies.

1.6 Scope

This study focused specifically on examining the leadership styles and adoption of digital transformation within the Communications Authority of Kenya (CA). The scope of the study encompasses the following aspects: impact of digital transformation, predominant leadership styles exhibited, factors contributing to the adoption of changes and the challenges associated with adapting digital transformation. The geographical limitation of the study is Communications Authority of Kenya based in Nairobi. The target population was 230 employees from Communications Authority. The study period covered a period of four months from July to September 2024. Additionally, the

findings and recommendations may be specific to the context of the Communications Authority of Kenya and may not be generalizable to other public sector organizations.

1.7 Chapter Summary

In summary chapter one provides a comprehensive overview of the background surrounding the leadership styles and adoption of digital transformation within the Communications Authority of Kenya (CA). It highlights the shift from traditional bureaucratic structures to more agile and collaborative leadership styles necessitated by digitalization, drawing examples from countries such as Japan, China, USA, and various regions within Africa. Additionally, the chapter underscores the importance of leadership in driving successful digital transformation initiatives, exemplified by case studies from Kenya's Communications Authority, emphasizing the need for leaders to adapt their styles to effectively navigate digitalization challenges.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter delved into the literature done on the leadership styles and adoption of digital transformation in the public sector in Kenya. It also mentioned the theories that relate with the study objectives, at the end of it, give a summary and research gaps and the conceptual framework.

2.1 Theoretical Literature Review

The study reviewed relevant theoretical perspectives on leadership in the context of digital transformation, including: Transformational Leadership Theory and Adaptive Leadership Theory. Transformational Leadership focuses on inspiring and motivating followers to achieve collective goals, particularly relevant in driving organizational change. Adaptive Leadership emphasizes the ability of leaders to adapt to changing environments and facilitate adaptive responses within organizations. Digital Leadership considers the unique challenges and opportunities posed by digital technologies for leadership effectiveness.

2.1.1 Transformational Leadership Theory

Transformational Leadership Theory, developed by James MacGregor Burns in 1978, posits that effective leadership involves inspiring and motivating followers to achieve collective goals beyond their self-interests (Ismail, 2018). Burns distinguished transformational leadership from transactional leadership by emphasizing the importance of visionary and charismatic leaders who empower and stimulate followers to exceed performance expectations. The theory assumes that transformational leaders possess certain qualities, such as charisma, vision, and the ability to inspire trust and

confidence in their followers, thereby fostering a sense of collective purpose and commitment towards organizational objectives. Transformational leadership theory has been widely influential in leadership research and practice, serving as a foundational framework for understanding leadership effectiveness and organizational change processes.

Owaya (2018) critics of transformational leadership theory have raised concerns about its conceptual ambiguity and the lack of empirical evidence supporting its effectiveness in all contexts. Some argue that the emphasis on charismatic leadership may lead to a reliance on individual leaders rather than building sustainable organizational systems and structures that promote leadership at all levels. Additionally, critics question the ethical implications of transformational leadership, particularly in situations where leaders may exploit their influence for personal gain or manipulate followers' emotions to achieve organizational goals. Furthermore, critics highlight the potential for transformational leadership to reinforce existing power imbalances and inequalities within organizations, as leaders may selectively empower certain individuals or groups while marginalizing others.

Despite these criticisms, transformational leadership theory has found widespread application in various organizational settings, including business, education, healthcare, and government. Many empirical studies have provided evidence of the positive effects of transformational leadership on employee motivation, job satisfaction, organizational commitment, and performance outcomes (Kwan, 2020). Organizations often seek to cultivate transformational leadership qualities among their leaders through training, mentoring, and leadership development programs. Moreover, transformational leadership has been associated with facilitating organizational change and innovation,

as leaders inspire and empower employees to embrace new ideas, challenge the status quo, and pursue ambitious goals.

This leadership style is particularly relevant in the context of digital transformation, where organizations must adapt to rapidly changing technological landscapes. Transformational leaders foster a culture of innovation and agility, essential for navigating the complexities of digital change. They articulate a compelling vision that encourages employees to embrace new technologies and processes, thereby facilitating organizational adaptation and growth in a digital-first environment.

Transformational leaders can significantly enhance employee engagement and satisfaction during digital transformation initiatives, as they create an environment that values experimentation and creativity. However, some studies suggest that while transformational leadership contributes positively to digital transformation, it may not be as effective as digital leadership in certain contexts. This distinction highlights the need for organizations to cultivate both transformational and digital leadership qualities to ensure successful digital transitions. Ultimately, transformational leadership serves as a catalyst for fostering an innovative mindset and collective commitment, which are crucial for achieving sustainable success in the digital age.

2.1.2 Adaptive Leadership Theory

Adaptive Leadership Theory, proposed by Ronald A. Heifetz and Marty Linsky, was first introduced in their seminal work "Leadership on the Line: Staying Alive through the Dangers of Leading" published in 2002. The theory posits that effective leadership in times of change and uncertainty requires adaptive responses that challenge existing norms, values, and behaviors within organizations. Unlike traditional leadership theories that emphasize stability and control, Adaptive Leadership Theory

acknowledges the dynamic nature of modern environments and the need for leaders to facilitate adaptive processes to navigate challenges and seize opportunities effectively (Panda, 2020).

One assumption of Adaptive Leadership Theory is that organizations are constantly facing adaptive challenges—complex problems that require innovative solutions and collective learning to address. These challenges often emerge from external pressures, such as changes in technology, market dynamics, or regulatory environments, and cannot be solved through technical expertise alone. Instead, adaptive leadership entails mobilizing individuals and groups to confront these challenges, experiment with new approaches, and adapt their behaviors and mindsets to achieve meaningful change (Dunn, 2020).

Obolensky (2017) argue that Adaptive Leadership Theory can be overly ambiguous and difficult to operationalize in practice. The theory's emphasis on challenging the status quo and confronting entrenched norms may provoke resistance from stakeholders invested in maintaining existing power structures or ways of working. Additionally, some critics suggest that Adaptive Leadership Theory lacks clear guidelines or frameworks for leaders to follow, leading to uncertainty and ambiguity in how to apply its principles in real-world contexts.

However, proponents of Adaptive Leadership Theory argue that its flexibility and adaptability make it well-suited for navigating complex, uncertain environments characterized by rapid change. The theory encourages leaders to engage in ongoing learning, experimentation, and adaptation, fostering resilience and agility within organizations (Johnson-Kanda, & Yawson, 2018). Furthermore, Adaptive Leadership Theory has been applied successfully in a variety of contexts, including business,

government, healthcare, and nonprofit sectors, demonstrating its relevance and effectiveness across diverse settings. By embracing adaptive leadership principles, organizations can cultivate a culture of innovation, creativity, and continuous improvement, enabling them to thrive in today's dynamic and unpredictable world.

2.1.3 Full Range Leadership Theory

This study was guided by Full Range Leadership Theory developed by Bruce Avolio and Bernard Bass in 1991. This theory encompasses three distinct leadership styles: laissez-faire, transactional, and transformational leadership. Laissez-faire is the least active and generally least effective leadership style, characterized by an avoidance of responsibility and decision-making (Jin & Men, 2023). Laissez-faire leaders are hands-off, do not provide direction, and allow employees to make their own decisions (Ahsan & Khalid, 2023). Transactional leadership focuses on the exchange between leaders and followers, where the leader provides rewards or punishments based on employee performance (Firda & Ferine, 2023). Transactional leaders set clear goals and expectations, monitor progress, and provide feedback. Transformational leadership, in contrast, is more long-term oriented and focuses on inspiring and motivating employees to go beyond their own self-interests for the good of the organization (Magasi, 2021). Transformational leaders act as role models, provide individualized support, and intellectually stimulate their teams.

The application of leadership styles and the adoption of digital transformation in the public sector in Kenya are interconnected and can be understood through various studies and frameworks (Onyango & Ondiek, 2021). Transformational leadership elevates followers to higher levels of motivation and morality by inspiring and empowering them to achieve a shared vision. Transformational leadership has been shown to positively

impact organizational performance in Kenya's Ministry of Lands, Public Works, Housing, and Urban Development (Wambui, 2023). This style is particularly useful in promoting public participation and enhancing service delivery in county governments, as it fosters collaboration and motivation among employees (Majia, 2020).

Transactional leadership focuses on compliance through rewards and punishments, aiming to maintain the status quo. Transactional leadership is relevant in maintaining stability and ensuring compliance in public sector organizations, though it may not be as effective in driving innovation and change. Laissez-faire leadership involves minimal direction and decision-making, leaving employees to manage themselves. This style is generally less effective in public sector settings where clear direction and accountability are essential. Kenya's public sector faces challenges in adopting digital technologies due to factors such as limited resources, infrastructure, and training. Digital transformation can improve service delivery, increase transparency, and enhance citizen engagement, which are crucial for effective governance.

2.2 Empirical Literature Review

This section is going to dwell on studies previously done on the study objectives.

2.2.1 Visionary Leadership Style and Adoption of Digital Transformation

According to many different researches, having a vision is an important aspect of being an effective leader. Giddens (2018) show in a longitudinal study that Chief Executive Officer (CEO) that have no vision significantly perform worse compared to those who have a vision. Visionary leadership is generally seen as a crucial component of charismatic leadership and transformational leadership (Karwan et al., 2021). Charismatic and visionary leaders, both make use of vision to inspire followers to adopt digital transformation.

Visionary leadership have been described as leaders being able to create and articulate clear visions or ideas, which represent an inspirational, attractive, realistic and attainable image of the future and challenge the followers with high expectations (Sibeko & Barnard, 2020). The visionary leader will need to motivate the total collective of the organization, a team or the individual employees, so they all can contribute to the pursuit and realization of this compelling vision and thus adoption of digital transformation. A vision is meant to aim and convince followers that the future goal is valid and advantageous enough to pursue (Van Knippenberg, 2020). When leaders communicate visions, it is meant to stimulate the individuals as well as the collective performance.

Visionary leadership in the context of digital transformation encapsulates more than just articulating a compelling vision; it requires a multifaceted approach that encompasses innovation, adaptability, and inclusivity (Taherdoost, 2024). While previous research has underscored the importance of vision in leadership effectiveness (Weisman, 2019), it's imperative to delve deeper into how visionary leaders navigate the intricacies of digital transformation.

One crucial aspect is the ability of visionary leaders to foster a culture of experimentation and risk-taking within their organizations (Raza & Wang, 2023). In the digital landscape, where rapid innovation is the norm, leaders must empower their teams to explore new ideas and technologies without fear of failure. Research by Naqshbandi and Jasimuddin (2018) suggests that an orientation towards organizational innovation must be embedded within the vision and actively encouraged by leaders.

Visionary leaders play a pivotal role in aligning organizational goals with the broader societal and technological trends. As highlighted by Warner and Wäger (2019), staying abreast of emerging technologies and market dynamics is essential for driving

successful digital transformation initiatives. Visionary leaders act as strategic navigators, guiding their organizations towards opportunities for growth and adaptation in an ever-evolving digital landscape (Al-Hadrawi & Reniati, 2023).

In addition to communication and vision crafting, visionary leaders must possess strong emotional intelligence and empathy (Wei & Horton-Deutsch, 2022). In understanding the diverse perspectives and concerns of their team members, leaders can build trust and foster collaboration, essential elements for driving digital transformation (Schneider & Kokshagina, 2021). This resonates with the findings of Foerster-Metz et al. (2018), who emphasize the importance of leader-member relations in fostering innovative work behavior.

Furthermore, visionary leadership extends beyond the confines of the organizational hierarchy. Leaders must engage with external stakeholders, including customers, partners, and industry experts, to gain insights and drive collaborative innovation (Coulson-Thomas, 2020). By fostering open dialogue and co-creation, visionary leaders can leverage external expertise to accelerate digital transformation efforts (Chen & Yuan, 2021).

The vision of a leader will need to have the right content and be correctly communicated. In the paper of Kanki (2019), it is proven that a good leader-member relation directly contributes to innovative work behaviour to some extent. Žalėnienė and Pereira (2021) stated that orientation towards organizational innovation must come from the vision of the higher levels of management and must be clear. Having a vision is one thing, but having it accepted in the organization is quite another proposition.

According to Alrowwad et al. (2020), not only the attributes and the content of a vision is important, but also making sure that the employees understand the vision has a direct

effect on organizational effectiveness. Visions and ideas, and making sure that the ideas are deemed valid and advantageous enough to pursue, form the foundation for innovative improvement. Anwar and Abdullah (2021) argue that a leader with a vision can create a culture change that facilitates the adoption of digital transformation. The same is suggested in Magesa and Jonathan (2022), where visionary leadership has been indicated to be very important for adoption of digital transformation in organizations.

2.2.2 Transformational Leadership Style and Adoption of Digital Transformation

Transformational leadership can be described as a process that changes and transforms individuals through an exceptional form of influence that moves followers to accomplish more than what is usually expected (Reza, 2019). Transformational leadership is basically concerned with emotions, values, ethics, standards, and long-term goals. CEOs who lead firms that have created outstanding value for the Kenyan public rather than private or personal gain have been profiled from time to time (Abu-Rumman, 2021). However, every leader in a firm needs to understand the principles of renewal for the process to succeed.

According to Bojovic and Jovanovic (2020) transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals and for this matter aid in adoption of digital transformation. Later, Tintoré (2019) expanded upon this to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers.

Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers (Muterera et al., 2018).

Transformational leaders are individuals whom with their own knowledge, imaginations and ability are able to influence the behavior of people, make conditions for transforming the "soft" variables of transformational arrangement (Kotamena et al., 2020). Those are the variables which are more complicated, compared to the change of so-called "hard" Transformational Leadership - because it includes the "inner", qualitative or mental change of an organization (Crowne, 2019). It is considered that no factor is so crucial in organizations, and so important for their successful functioning and or for their survival.

The optimal profile is characterized by the presence of certain qualities of transformational leadership (Schiuma et al., 2022). They are the leaders' qualities contained in appropriate transformational abilities of leaders and in certain attributes which are assumptions for the use of leaders' skills and for successful performance of leader jobs. Although there is different classification given by Chege (2018) is quoted here. Chege classification of skills of transformational leaders is known as "Four I's" and includes the following skills – idealized influence, – Inspirational motivation, – Intellectual stimulation, – Individualized consideration.

Idealized influence: represents the ability of building confidence in the leader and appreciating the leader by his followers, which forms the basis for accepting adoption of digital transformation in organization (Carreiro & Oliveira, 2019). Without such confidence in the leader, that is, in his motives and aims, an attempt to redirect the organization may cause great resistance. You can "lead" people if you make them ready

to follow you (Khan et al., 2022). If you perform your job well, it is for certain that others (potential followers) will appreciate you and people will believe you.

Inspirational motivation: This characteristic reflects the extent to which a leader is also capable of being a cheerleader, so to speak, on behalf of his or her followers (Griffin, 2019). These leaders demonstrate enthusiasm and optimism, and emphasize commitment to a shared goal. It is the ability of transformational leader to act as a figure, which inspires and motivates the followers to appropriate behavior (Kubai, 2023). In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulating others to follow a new idea. Transformational leaders should, therefore, behave in such a way, which motivates and inspires followers (Zatu, 2022). Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages, emphasizing aims, stimulating followers.

Intellectual stimulation: as transformational leader has an important role in the transformation process of organization (Owuor, 2018). Transformational leader stimulate the efforts of their followers as regards innovativeness and creativity, stimulate permanent reexamination of the existent assumptions, stimulate change in the way of thinking about problems, plead the use of analogy and metaphor It makes it is possible for employees to get creative ideas for solving problems from the followers (Ondari, 2019). It also instills creativity, as well – followers are encouraged to approach problems in new ways. Intellectually stimulating leaders relate to statements such as “I re-examine critical assumptions to question whether they are appropriate” and “I suggest new ways of looking at how to complete assignments”.

Individualized consideration: a transformational leader is reduced to the ability of individual analysis of followers (Koveshnikov & Ehrnrooth, 2018). Namely, inclusion of followers into the transformation process of an organization implies the need to diagnose their wishes, needs, values and abilities in the right way. Leaders are invested in the development of their followers – they serve also as mentors and coaches, and take into account individual needs and desires within a group (Khan et al., 2022). Two-way communication is particularly recognized under this dimension. Human wishes and needs are different. Some want certainty, some want excitement and change; some prefer money, and some free time. It is upon the leader to "eaves drop", observes, analyzes and predicts the needs and wishes of his followers. The leader, who is aware of the difference in needs and wishes of people, has an opportunity to use all those different demands in the right way.

2.2.3 Transactional Leadership Style and Adoption of Digital Transformation

Unlike the other management styles, transactional leadership style is mostly concerned with the maintenance of the normal operations' flow. It is concerned with the basic process of management such as planning, organizing, coordinating and staffing. Cho et al. (2019) stated that transactional leadership emphasizes the importance of leaders' relationships with followers. Algahtany and Bardai (2019) on the hand states that transactional leadership stimulates and inspires followers to achieve extraordinary outcomes and it pays a lot of attention to the concern and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old problems in a new way, and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals.

transactional leadership theory is all about leadership that creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole (Stevens, 2022). Chipunza and Matsumunyane (2018) on the relationship between leadership style and employees motivation in public institution in South Africa establish that transactional leadership behaviors focus on the motivation of followers through rewards or punishment where the leaders using the transactional approach are not looking to change the future, they are looking to merely keep things the same.

Transactional leadership style focuses on maintaining the status quo and motivating people through contractual agreements (Nakanwagi, 2018). It has been argued to be more emphatic on extrinsic rewards such as monetary incentives or promotion prospects to increase followers' motivation for good performance, and enforcing punishments when followers fail to meet expectations. It has also been argued that transactional leaders give their followers the things they want in exchange for the things the leaders need (Jowah, 2020). The leader gets the job done while the followers receive the rewards.

This leadership style has also been described as being based on traditional bureaucratic authority and legitimacy (Donkor & Dongmei, 2018). Some scholars have argued that adopting this style within an organisations is crucial for adoption of digital transformation (Sarwar et al., 2022), an assertion supported by Abbas and Ali (2023) in their meta-analysis comparison of transactional and transformational leadership styles. For this reason, this leadership style is argued to be best suited for stable work environments with minimal competition (Gui et al., 2022) since style emphasizes on

fostering compliance to organizational rules so as to keep the organization stable as opposed to promoting change.

Kazim (2019) also carried out an empirical study on the influence of transactional leadership on digital transformation adoption within service organizations. Using a Dutch global high technology company, they analysed how these leadership styles affected individual acceptance of digital transformation within the organization's customer service department. Their study was premised on the hypothesis that introducing new technologies in an organization is faced with the challenge of acceptance among employees (Henderikx & Stoffers, 2022). They tested the conceptual model on the use of software for planning and coordinating service activities on a laptop by employees. Their findings indicate that transactional leadership positively influences the perceived usefulness of a technological application within organizations along the sub-dimension of intellectual stimulation. Transactional leadership, however, did not show any significant influence. While these researchers supported their findings, they only dealt with one construct of transactional leadership.

2.2.4 Participative Leadership Style and Adoption of Digital Transformation

The participative leadership style demonstrates several conceptualizations, including delegation, joint decision-making, and defined participation. Similarly, Wang and Hou (2022) define participative leadership as making a decision jointly or demonstrating a shared influence in determining superior and subordinate through the hierarchy. As such, the focus of participatory leadership has become the sharing of power and decision-making allocation. Participative decision-making has been studied as a formal strategy for adoption of digital transformation, wherein, in insignificant matters, group

participation is considered relevant and influences the group's decisions on whether to adopt digital transformation or not (Lonati, 2020).

Decision-making participation leads to augmented social capacity, with the quality of decisions influencing an increase in employee motivation, work-life quality, the work environment, and professional training in a successful organization (Khassawneh & Elrehail, 2022). Tian and Zhai (2019) state that the organization and individual outcomes are affected by participative decision-making and this influence can be attributed to augmented employee motivation levels. The quality of decisions is improved through employee participation in the decision-making process, as this helps the supervisor develop an insight into the core issues in a problem situation. This study however, never touched on how participative leadership impacts adoption of digital transformation.

In the context of digital transformation, participative leadership takes on added significance as organizations grapple with the complexities of technological innovation and change. Research by Fischer et al. (2020) highlights participative decision-making as a formal strategy for navigating digital transformation initiatives. In engaging employees in the decision-making process, organizations can tap into valuable insights and perspectives, ultimately enhancing the likelihood of successful adoption and implementation of digital technologies (Kudyba et al., 2020).

Moreover, participative decision-making has been shown to yield numerous benefits beyond digital transformation. Studies by Daniel (2019) suggest that increased employee participation leads to improvements in motivation, work-life quality, and the overall work environment. Through involvement of employees in decision-making,

organizations foster a sense of ownership and commitment, which in turn contributes to greater job satisfaction and organizational performance.

Khassawneh and Elrehail (2022) underscore the impact of participative decision-making on organizational and individual outcomes, particularly in terms of employee motivation levels. When employees are given a voice in decision-making processes, they feel valued and empowered, leading to heightened levels of engagement and productivity. This heightened sense of motivation not only enhances the quality of decisions but also drives organizational agility and adaptability, key attributes for navigating digital transformation.

Despite the wealth of research on participative leadership and its impact on organizational outcomes, there remains a gap in understanding its specific influence on the adoption of digital transformation (Vial, 2021). Future studies should explore how participative leadership practices, such as shared decision-making and power distribution, shape organizations' readiness for digital change and facilitate the successful implementation of digital initiatives (Bartsch et al., 2021). By addressing this gap, researchers can provide valuable insights into the role of participative leadership in driving organizational agility and innovation in the digital age.

2.2.5 Authoritative Leadership Style and Adoption of Digital Transformation

Authoritarian leadership styles include exercising discipline, authority, and control over followers (Wang & Guan, 2018). They demand that employees meet high work standards and reprimand employees for poor performance. To achieve these goals, authoritarian leaders exhibit high self-confidence and plan their actions to ensure that their subordinates do not challenge their authority. Authoritarian, autocratic, and directive leaders limit “followers’ autonomy and self-determination, whereby leaders

control followers via impersonal procedures and rules (Essa & Alattari, 2019). They provide clear directions and expectations regarding compliance with instructions (Tang & Tang, 2019). After that, they tend to centralize decisions and limit subordinates' opportunities to express their opinions.

One key aspect of authoritative leadership is its ability to provide clarity and direction amidst uncertainty (Alkailanee et al., 2024). In the fast-paced and often ambiguous landscape of digital transformation, authoritative leaders can offer a decisive vision and a clear roadmap for implementation. In setting clear goals and expectations, they instill a sense of purpose and urgency within the organization, motivating employees to embrace change and adapt to new technologies (Kapucu, 2022).

According to the study done by Payne et al. (2023), authoritative leaders are adept at overcoming resistance to change. Digital transformation initiatives often face pushback from employees who are comfortable with the status quo or skeptical about the benefits of new technologies. Through their commanding presence and persuasive communication style, authoritative leaders can quell doubts and rally support for change (Shynu et al., 2023). Their unwavering confidence and conviction can inspire confidence in employees, reassuring them that the organization is heading in the right direction.

Authoritative leadership can expedite decision-making and streamline the implementation of digital initiatives (Tanniru et al., 2023). In a rapidly evolving digital landscape, quick and decisive action is often necessary to seize opportunities and stay ahead of the competition. By centralizing decision-making authority, authoritative leaders can bypass bureaucratic hurdles and expedite the adoption of digital

technologies, ensuring that the organization remains agile and responsive to market trends (Zimmerman et al., 2019).

Leaders with the authoritative aspect can provide a sense of stability and direction during times of uncertainty, which are common during digital transformation efforts (Kazim, 2019). By offering a clear vision and a structured approach to change, they can instill confidence in employees and stakeholders, reducing anxiety and resistance to digital initiatives. This sense of assurance can foster a more conducive environment for innovation and experimentation, as employees feel supported in their efforts to adapt to new technologies (Ismail et al., 2023).

Additionally, the authoritative leadership style can facilitate effective coordination and alignment across different departments and functions within the organization (Olson et al., 2019). In complex digital transformation projects involving multiple stakeholders and moving parts, strong leadership is essential to ensure that everyone is working towards the same goals and objectives. Authoritative leaders can provide the necessary guidance and direction to synchronize efforts and overcome organizational silos, thereby enhancing the overall efficiency and effectiveness of digital transformation initiatives.

Authoritarian leadership styles involve high levels of control over subordinates (Dughera, 2022). Authoritarian leaders tend to use their authority, which is ensured by organizational hierarchies, to demand absolute obedience of their followers (Wang et al., 2022). Superiors adopting these leadership styles tend to centralize their power and accentuate the power distance between them and their subordinates and even force them into adopting digital transformation. Evidence in the literature has shown that

authoritarian leaders press their subordinates to achieve demanding objectives and to follow the rules.

2.3 Summary of Research Gaps

While existing literature provides insights into the general effects of visionary, transformational, transactional, and participative leadership, more nuanced analyses are required to understand the distinct contributions of each style to digital transformation outcomes. Secondly, the chapter highlights a dearth of research on the intersection between leadership styles and contextual factors such as organizational culture, industry dynamics, and technological maturity. Future studies should explore how these contextual variables moderate the relationship between leadership styles and digital transformation outcomes, providing valuable insights into the situational appropriateness of different leadership approaches.

Table 1 Summary of Research Gaps

Author(s)	Study Topic	Methodology	Findings	Research Gaps	Focus of the Current Study
Giddens (2018)	Transformational Leadership: What Every Nursing Dean Should Know	A narrative review that synthesizes existing literature on transformational leadership in nursing	Transformational leadership can inspire and motivate followers, build relationships with staff, and create innovative change by emphasizing values.	There is little applicable research or critical review of transformational leadership in nursing literature. There is still little understanding of how transformational leadership works or what it ultimately means for followers and patients.	Leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya
Karwan et al. (2021)	Visionary Leadership: What, why, And how	Literature review	Visionary leadership involves personal characteristics and the ability to holistically create, articulate, interpret, imagine, and communicate school goals to followers.	More research is needed to understand how visionary leadership is practiced and implemented in different country contexts.	Leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya

Author(s)	Study Topic	Methodology	Findings	Research Gaps	Focus of the Current Study
Sibeko & Barnard (2020)	Visionary Leadership and Entrepreneurial Vision Within Entrepreneurship	Qualitative approach with interviews; thematic analysis	Entrepreneurs have structured visions regarding their ventures; the visioning process is crucial for entrepreneurial success.	More research is needed to understand the role of visionary leadership and entrepreneurial vision across cultures.	Leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya
Taherdoost (2024)	Digital Transformation Roadmap	Holistic approach integrating technology and business aspects	Visionary leadership requires innovation, adaptability, and inclusivity beyond just articulating a vision.	Need for more comprehensive approaches to digital transformation considering both technological and business aspects.	Leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya
Weisman (2019)	A Leadership Approach to Successful Digital Transformation Using Enterprise Architecture	Participatory action research (PAR), case study analysis, literature analysis	Vision is crucial for leadership effectiveness; however, intricacies of digital transformation need further exploration.	Need for integrated approaches to digital transformation; cybersecurity often overlooked in initiatives.	Leadership styles and adoption of digital transformation in the public sector in Kenya: A case study of Communications Authority of Kenya
Naqshbandi & Jasimud	Knowledge-Oriented Leadership	Survey-based approach	Managerial ties moderate the	Future research should	Leadership styles and adoption of digital transformation in the

Author(s)	Study Topic	Methodology	Findings	Research Gaps	Focus of the Current Study
udin (2018)	and Open Innovation	collecting data from managers in France-based multinationals	relationship between knowledge-oriented leadership and open innovation.	explore generalizability to other countries and investigate other potential moderators.	public sector in Kenya: A case study of Communications Authority of Kenya

2.4 Conceptual Framework

The conceptual framework of this study elucidates the intricate interplay between leadership styles and the adoption of digital transformation within organizations.

Independent Variables

Dependent Variable

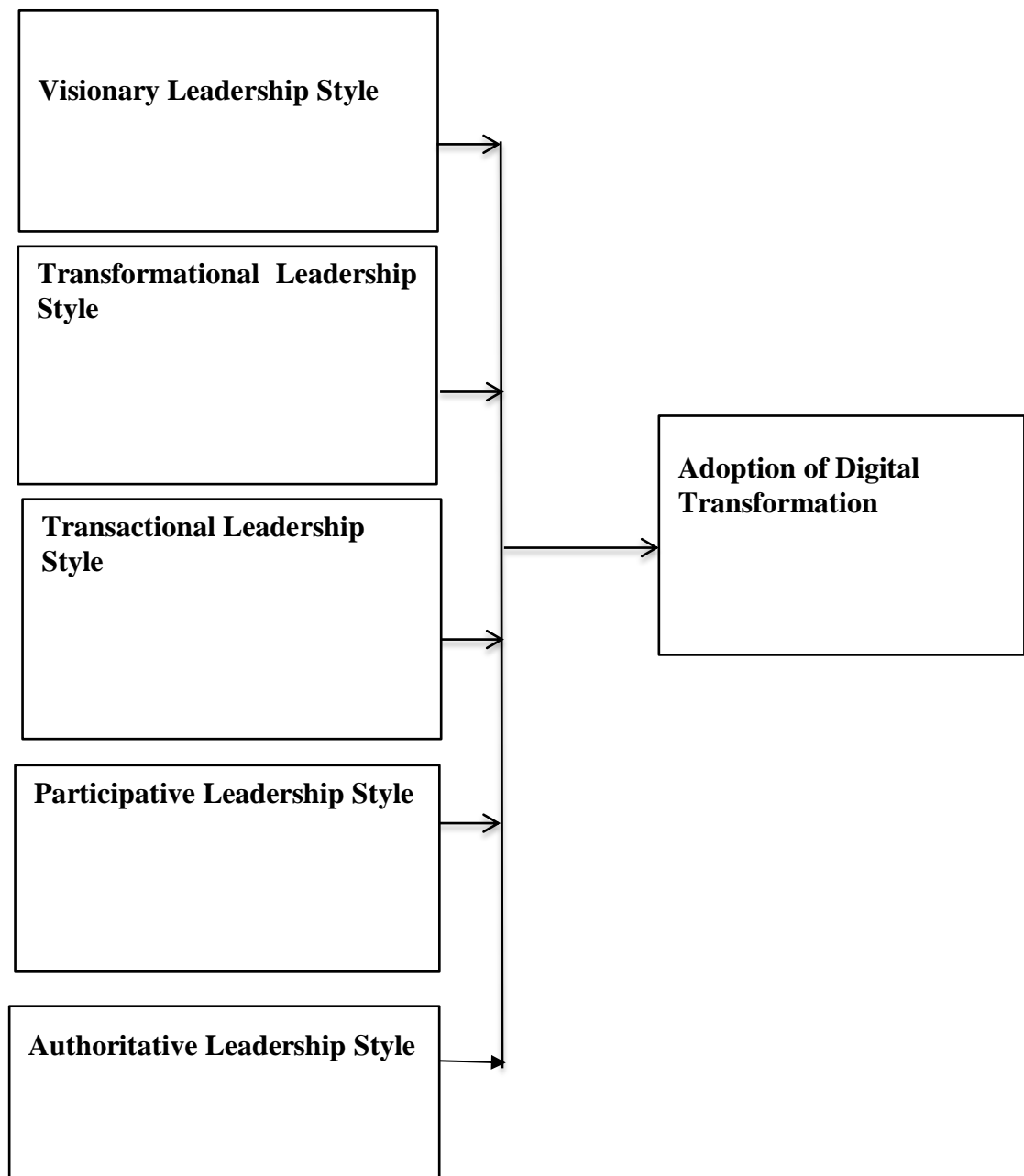


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

The diagram illustrates the conceptual framework of our study, depicting the relationships between the independent variable (leadership styles) and the dependent variable (adoption of digital transformation), along with their operationalizations.

Leadership Styles

Leadership styles was operationalized using validated survey instruments designed to assess various characteristics associated with each style. The following metrics were employed:

Visionary Leadership: Measured by the extent to which leaders articulate a compelling vision and inspire their followers. This included the clear communication of vision, understanding of digital technologies, encouragement of experimentation, inspiration for change, provision of direction and resources, empowerment to contribute and effective driving of adoption.

Transformational Leadership: Evaluated based on the leader's ability to motivate, intellectually stimulate, and provide individualized consideration to followers. This was assessed through articulation of vision for digital transformation, inspiration for creative thinking, provision of resources for skill development, empowerment in decision-making, celebration of successes, confidence in employee contributions and excitement about the organization's future.

Transactional Leadership: Assessed through the leader's use of contingent rewards and management-by-exception approaches. This involved using clarity of rewards for participation, recognition for performance in digital tools, specification of performance

goals, intervention in performance issues, emphasis on consequences of non-participation, clarity of tasks and deadlines and communication of expectations.

Participative Leadership: Measured by the extent to which leaders involve followers in decision-making processes. This included involvement in decision-making processes, empowerment to contribute ideas, enhancement of acceptance of digital transformation, valuation of team members' opinions, fostering a culture of collaboration, motivation to engage in activities and influence on speed and effectiveness of initiatives.

Authoritative Leadership: Evaluated based on the degree of centralized control and top-down decision-making by leaders. This involved communication of vision and goals, setting clear expectations for participation, provision of instructions for new tools, accountability for contributions, confidence in employee adaptability to technology, encouragement to experiment with new tools and timely feedback and recognition.

Adoption of Digital Transformation

The adoption of digital transformation within public sector organizations was operationalized through clear vision for operational improvement through digital transformation, understanding of benefits at all organizational levels, allocation of sufficient resources for initiatives, active championing by leaders, culture of innovation and experimentation, establishment of performance metrics and ongoing training and support for skill development.

Correlation Between Leadership Styles and Digitalization Levels: This was assessed through statistical analysis (regression analysis) to determine how different leadership styles impact the overall level of digitalization within public organizations.

2.6 Chapter Summary

Visionary leaders are depicted as catalysts for change, fostering innovation, adaptability, and collaboration within their organizations. Additionally, the chapter delves into transformational leadership, emphasizing the transformative influence of leaders who inspire and motivate their followers to exceed expectations. The discussion expands to include transactional leadership, which focuses on maintaining operational stability and motivating employees through rewards and punishments. Lastly, the chapter explores participative leadership, which emphasizes shared decision-making and employee empowerment in driving digital transformation efforts.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter details the research design, target population, sampling technique, data collection instruments, pilot study procedures, data analysis methods, and ethical considerations.

3.1 Research Design

Research design is the plan used to conduct a research study. It involves outlining the overall approach and methods that was used to collect and analyze data in order to answer research questions or test hypotheses (Huntington-Klein, 2021). The study on adopted a descriptive research design. This approach was chosen to provide a comprehensive and detailed description of the leadership styles within the Communications Authority of Kenya. Descriptive research design is a type of research design that focuses on describing the characteristics of a population or phenomenon being studied (Siedlecki, 2020). In this study, the researcher aimed to describe the leadership styles present in the Communications Authority of Kenya, specifically focusing on transformational leadership. the descriptive research design is chosen because it is the most appropriate method for gathering and presenting detailed information about the leadership styles and their relationship with digital transformation within the Communications Authority of Kenya.

3.2 Target Population

The target population is the specific group or segment of the overall population that is the primary focus of the study (Casteel, & Bridier, 2021). The target population for this study encompasses all 230 employees of the CAK involved in digital transformation

projects. This included Administration, Technical staff and Subordinate staff. Focusing on these individuals ensured data collection from those directly impacted by leadership styles and involved in the adoption process. Therefore, the target population was 230 employees as shown in Table 2.

Table 2 Target Population

Respondents	Target Population
Administration	11
Technical staff	117
Subordinate staff	102
Total	230

Source; CAK Report (2024)

3.3 Sample and Sampling Technique

Sample size is part of the target population that is procedurally selected to represent the whole population (Kothari, 2017). The sample size refers to a subset of the population that is taken to be representatives of the entire population (Singh & Masuku, 2013). The researcher obtained the sample size using Yamane formulae (1967).

$$n = \frac{N}{1 + Ne^2}$$

Where;

n= the sample size

N = the size of population

e= the error of 0.05

$$n = \frac{230}{1 + 230 * 0.05^2}$$

$$n = 146$$

Therefore, the sample size was 146 respondents.

Sampling is the process of systematically selecting population representative elements.

Sampling technique refers to a procedure of selecting a part of population on which

research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. The study employed stratified and simple random sampling techniques. Stratified sampling was used to achieve desired representation from various subgroups in the population. Participants was chosen based on their roles within digital transformation projects and their ability to provide insights into leadership styles and their impact on adoption as distributed in Table 3.

Table 3 Sample Size

Categories	Target Population	Sample Size
Administration	11/230*146	7
Technical staff	117/230*146	74
Subordinate staff	102/230*146	65
Total	230/230*146	146

3.4 Instruments

Research instruments are tools used by researchers to obtain, measure, and analyze data from research subjects related to the study topic (Sukmawati, 2023). Data was collected through a questionnaire. A questionnaire was used to gather quantitative data on leadership styles and their perceived impact on adoption. Questionnaires is preferred in this study because they are very economical in terms of time, energy and finances. The structured questions were used as they save money and time and facilitate an easier analysis as they are in immediate usable form. The questionnaire was divided into seven sections that included demographic information and the rest covering the five independent variables and the dependent variable. The questionnaire adopted a 5 point Likert scale questions. Likert scale for which 5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree and 1-Strongly Disagree.

3.5 Pilot Study

A pilot study is a small-scale preliminary study conducted before the main research to assess the feasibility or improve the research design (Teresi, Stewart & Hays, 2022). A pilot study was conducted in Media Council of Kenya (MCK). A pilot study is a small-scale study that is conducted to test the feasibility of a larger study (Doody & Doody, 2015). It was used to determine the best way to collect data, the most effective methods of data analysis, and the potential challenges that may be encountered in the larger study. Pilot study was used to detect weakness in design of the research instruments and to provide small scale data for selection of a probability sample. Pilot study was carried out with 15 respondents representing 10 percent of sample size (Saunders, 2009). The pilot study was carried out in Media Council of Kenya (MCK) because they have similar characteristics to Communications Authority of Kenya.

3.5.1 Validity

Validity is the degree to which a test measures; what it is supposed to measure. All assessment of validity was subjected to opinions based on the judgment of researchers and experts according to Best (2005). The study tested content validity and construct validity. Content validity refers to the extent to which a test measures the intended content (Dunn, 2020). It was assessed by having supervisors and experts in the field review the test items to make sure they are relevant and representative of the content that is being measured. Researcher revised and improve according to the supervisors and faculty members advice and questions. Construct validity refers to the extent to which a test measures a theoretical construct (Dixon & Johnston, 2019).

3.5.2 Reliability

Reliability is the ability of research instruments to generate same/consistent results when used (Kimberlin, & Winterstein, 2008). Reliability was ensured through piloting of research instruments. Piloted data was used to test for internal consistency reliability using Cronbach's alpha. It was used in this study because of five-point Likert scale questions in the questionnaire to determine if the scale is reliable. The Cronbach's alpha ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

According to George and Mallery (2016) if the value of alpha is >0.9 = Excellent, >0.8 = Good, >0.7 = Acceptable, >0.6 = Questionable, >0.5 = Poor, and <0.5 = Unacceptable. The results of the piloted research instruments enabled the researcher to determine the consistency of responses to be made by respondents and adjust the items accordingly by revising the document. Research instruments was developed carefully to fit the research design and the plan of data analysis so that the data collected facilitated the testing of hypotheses. The acceptance level of reliability in this study was Cronbach's alpha value 0.7 and above. Table 4 presents the study findings.

Table 4 Reliability Test.

	Cronbach's Alpha	N of Items
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Visionary Leadership Style	.779	7
Transformational Leadership Style	.729	7
Transactional Leadership Style	.886	7
Participative Leadership Style	.771	7
Authoritative Leadership Style	.740	7
Adoption of Digital Transformation in the Public Sector	.793	7

Table 4 revealed that visionary leadership style had a Cronbach's Alpha of 0.779 with 7 items, indicates acceptable internal consistency. Transformational leadership style had a Cronbach's Alpha of 0.729 with 7 items, also demonstrates acceptable reliability, Transactional leadership style showed a higher internal consistency with a Cronbach's Alpha of 0.886 with 7 items, suggesting that the items are very reliable in assessing this leadership style. Participative leadership style had a Cronbach's Alpha of 0.771 with 7 items, similarly indicates acceptable reliability. Authoritative leadership style had a Cronbach's Alpha of 0.740 with 7 items, also demonstrates acceptable internal consistency. Lastly, the adoption of digital transformation in the public sector has a Cronbach's Alpha of 0.793 with 7 items, reflecting good reliability.

3.6 Data Collection Procedure

The researcher collects an introductory letter from the University. The researcher then applied for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) before going to the field. The researcher then booked an appointment with the administration department. On the set date, questionnaires was administered directly to the respondent using drop and pick method and a follow up was conducted by the researcher to ensure the questionnaires are filled in accordance with the research. The respondents was given enough time to complete the copies of the

questionnaire before picking them for analysis. The questionnaire was closed-ended questions. This allowed the respondents to give their own views. The researcher explained the purpose of the visit to the respondents. This assures the respondents of their confidentiality of any information they were given. A research assistants was employed to assist in data collection.

3.7 Data Analysis and Presentation

Data analysis is the process of inspecting, cleaning, transforming, and modeling data to discover useful information, inform conclusions, and support decision-making (Hosseinzadeh et al., 2023). After all data has been collected, the researcher conducted data cleaning, which involves identification of incomplete or inaccurate responses and correct to improve the quality of the responses. The data was coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS Version 25). Quantitative data from the questionnaires was analyzed using descriptive statistics and inferential statistics. Descriptive statistics was frequency, percentages, mean and standard deviation. Inferential analysis was carried through regression analysis to test direct effects of the study variables. Data was presented in form of tables. Regression model specification is as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon \dots\dots\dots\text{Eq 3.1}$$

Where:

- Y** Represents adoption of digital transformation
- X₁** Represents visionary leadership style
- X₂** Represents transformational leadership style
- X₃** Represents transactional leadership style
- X₄** Represents participative leadership style

X_5 Represents authoritative leadership style

ε represents Error term (Disturbance factors) which represents residual

β_0 Represents a constant

From β_1 to β_5 represents the regression model's coefficients

3.8 Ethical Considerations

This research adhered to ethical principles to protect the rights and privacy of participants. Participants were provided with comprehensive information about the research objectives, data collection procedures, and potential risks and benefits of participation before being asked to provide written informed consent.

3.8.1 Informed Consent

Informed consent is crucial for ensuring that participants understand the research objectives, data collection methods, and any potential risks and benefits associated with their participation. This process involved providing participants with comprehensive information about the study, allowing them to make an educated decision regarding their involvement. Participants were informed about the study's goals, such as understanding how different leadership styles affect digital transformation efforts within the Communications Authority of Kenya. Details on how data were collected, through questionnaires were communicated. Researcher ensured that participants fully comprehend this information before signing the consent form.

3.8.2 Voluntary Participation

Voluntary participation is a fundamental ethical principle that ensures participants can choose whether or not to engage in the research without coercion or undue influence. In this study, it was essential that participants are made aware that they can withdraw from the study at any time without facing any negative consequences. This principle helps to

protect participants' autonomy and ensures that their involvement is based solely on their willingness to contribute. Participants were free to refuse to answer specific questions during surveys without fear of repercussions.

3.8.3 Confidentiality

Confidentiality is a critical aspect of research ethics, particularly when dealing with sensitive topics like leadership styles. In this study, all data collected were anonymized to protect participant identities. This means that personal identifiers were not linked to the data reported in findings, ensuring that individual responses remain confidential. Removing identifiable information from questionnaire responses. Ensuring that all collected data is stored securely and only accessible to authorized researchers involved in the project.

3.8.4 Privacy

Respecting participants' privacy is paramount throughout the research process. Researcher implement procedures that safeguard personal information and ensure that data collection methods do not intrude upon participants' private lives. Data were stored with restricted access, limiting exposure to unauthorized individuals. By prioritizing privacy, researchers can create a respectful environment conducive to candid discussions about leadership and digital transformation.

3.8.5 Anonymity

Anonymity refers to the practice of ensuring that individual participants cannot be identified from the data they provide. In this research project, maintaining anonymity was essential for protecting participant identities while gathering insights on leadership styles. Researcher refrain from collecting personally identifiable information such as

names or contact details. Findings were presented in aggregate form, preventing any individual responses from being traced back to specific participants.

3.9 Chapter Summary

This chapter has outlined the research design, target population, sampling technique, data collection instruments, pilot study procedures, data analysis methods, and ethical considerations employed in this study. These methods ensured the collection of reliable and valid data to investigate the relationship between leadership styles and the adoption of digital transformation in the Kenyan public sector, using the CAK as a case study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents results, findings and discussions. This chapter was organized based on the objectives.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The study evaluated the response rate and the results are presented in Table 5.

Table 5 Response Rate

Responses	Frequency	Percentages
Responded	126	83.56
Not responded	20	16.44
Total	146	100.00

The study findings in Table 5 revealed that out of 146 administered questionnaires 126 were dully filled and returned. This gave a response rate of 83.6%. The study revealed that there was a high response rate, which means that the results are likely to be representative of the population that was studied. A response rate of 83.6% is considered to be excellent, and it is higher than the average response rate for surveys of this type. As the rate exceeded 50%, it satisfied Mugenda's (2008) criteria for statistical analysis.

4.1.2 Biographic Information

This study examined the biographic information of the respondents including gender, age and level of education. The examination of respondents' characteristics aimed to mitigate their influence on the research outcomes and to gain a deeper understanding of

the study's demographic context. The respondent's characteristics were examined with regard to gender, age bracket, education level and years of operation.

4.1.3 Gender of the Respondents.

The study sought to establish the gender of the respondents. Table 6 showed the gender of the respondents.

Table 6 Gender of the Respondent.

Gender	Frequency	Percent
Females	69	54.8
Males	57	45.2
Total	126	100.0

From the findings of the study majority representing 69(54.8%) of the respondent were females while 57(45.2%) were males. This suggests that the study effectively included both genders, minimizing potential gender bias and ensuring a more comprehensive representation of perspectives in the findings.

4.1.4 Age of the Respondents

The researcher also sought to determine the age bracket of the respondents. Table 7 presents the study results.

Table 7 Age of the Respondents

Age Bracket	Frequency	Percentage
20- 29	42	33.3
30-39	47	37.3
40-49	20	15.9
Above 50	17	13.5
Total	126	100.0

The respondent age bracket in years as summarized in Table 7, 42(33.3%) of the research participants were between ages 20-29 years, 47(37.3%) were between the age of 30 -39 years. Moreover, 20(15.9%) of the respondents were aged between age 40 - 49 years and finally 17(13.5%) of the respondents were age above 50 years. From Table 4.3, there is a clear indication that majority of the respondent were between age 20-30 years because they understand the characteristics and perspectives of the largest section of the population under study.

4.1.5 Education level of the Respondents

The researcher also sought to determine the education level of the respondents. Table 8 presents the study results.

Table 8 Education level of the Respondents

Education level	Frequency	Percent
Certificate	54	42.9
Diploma	32	25.4
Degree	26	20.6
Masters	14	11.1
Total	126	100.0

Table 8 showed that 54(42.9%) indicated that they had a certificate level of education, 32(25.4%) indicated that they had diploma level of education, 26(20.6%) had a degree level of education and finally 14(11.1%) had masters level of education. This showed that most of the respondents were certificates level of education implying that the most common educational background among the participants is relatively basic. This suggests that the sample predominantly consists of individuals with foundational qualifications rather than advanced degree and masters.

4.1.6 Working experience in An Organization

This analysis included the working experience. The findings were shown in Table 9.

Table 9 Working Experience of the Respondents

Years of Service	Frequency	Percent
Below 5 years	50	39.7
6-10 years	41	32.5
11-15 years	22	17.5
16 years and above	13	10.3
Total	126	100.0

Table 9 showed that majority 50(39.7%) of the subjects indicated that they had a working experience for a period of less than 5 years, 41(32.5%) indicated that they had working experience for a period between 6 to 10 years, 22(17.5%) revealed that they had a working experience of 11 to 15 years and 13(10.3%) indicated that they had a working experience of over 16 years. This distribution indicates that a significant proportion of respondents are relatively early in their careers, with the majority having less than 5 years of experience. This suggests that the respondents are likely familiar with current practices and trends in the field, which may provide relevant insights into the study's topic.

4.1.7 Descriptive Analysis

This study involved analyzing the descriptive statistics of both the independent and dependent variables. The analysis encompassed calculating the mean, frequencies, percentages, and standard deviation, as indicated in the subsequent findings.

4.1.8 Visionary Leadership Style

The first specific objective of the study was to determine the effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to determine the effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 10.

Table 10 Visionary Leadership Style

Statement		SA	A	N	D	SD	Mean	Sd
1. Our leader clearly communicates a vision for how digital transformation will improve public service delivery.	F	43	57	4	14	8	3.90	1.18
	%	34.1	45.2	3.2	11.1	6.3		
2. I am confident that their leader understands the potential of digital technologies to improve public sector operations.	F	25	73	4	14	10	3.71	1.15
	%	19.8	57.9	3.2	11.1	7.9		
3. Our leader encourages employees to experiment with new digital tools and processes	F	37	58	10	12	9	3.81	1.17
	%	29.4	46.0	7.9	9.5	7.1		
4. Our leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation	F	27	65	7	15	12	3.63	1.22
	%	21.4	51.6	5.6	11.9	9.5		
5. Our leader provides clear direction and resources to support the implementation of digital transformation initiatives	F	28	54	10	24	10	3.52	1.25
	%	22.2	42.9	7.9	19.0	7.9		
6. I feel empowered to contribute my ideas and skills to our digital transformation journey	F	38	54	9	12	13	3.73	1.27
	%	30.2	42.9	7.1	9.5	10.3		
7. Our leader's vision and approach are effectively driving the adoption of digital transformation in our organization	F	38	54	6	15	13	3.71	1.30
	%	30.2	42.9	4.8	11.9	10.3		

According to Table 10 findings indicates that 100(79.3%) of the respondents agreed and 22(17.4%) of the respondents disagreed that their leader clearly communicates a vision for how digital transformation will improve public service delivery. More, the study's findings revealed that in terms of mean and standard deviations the respondents agreed that their leader clearly communicates a vision for how digital transformation will improve public service delivery (mean=3.90 standard deviation=1.18). However, according to Mergel, Edelman and Haug, (2019) their work practices show that it is necessary to consider digital transformation as a comprehensive organizational approach rather than one that merely makes forms available online or the transition from analog to digital public service delivery.

Furthermore 98(77.7%) agreed that they are confident that their leader understands the potential of digital technologies to improve public sector operations and 24(19.0%) disagreed that they are confident that their leader understands the potential of digital technologies to improve public sector operations. In terms of mean and standard deviations the respondents agreed that they are confident that their leader understands the potential of digital technologies to improve public sector operations (mean=3.71, standard deviation=1.15). The study done by Pittaway and Montazemi, (2020) showed that management requires the know-how to exploit trigger events for discontinuous organizational change by concurrently promulgating an analyzer type organizational strategy entwined with an innovation type IT strategy.

Further, 95(75.4%) of the respondents agreed that their leader encourages employees to experiment with new digital tools and processes and those who disagreed 21(16.6%) that their leader encourages employees to experiment with new digital tools and processes. Furthermore, the study's findings revealed participants agreed that their

leader encourages employees to experiment with new digital tools and processes (Mean=3.81, standard deviation=1.17). These findings are consistent with the study done by Erhan, Uzunbacak and Aydin, (2022) show that the employees' perceptions of digital leadership have a positive and significant effect on all dimensions of an employee innovative work behavior.

Furthermore, study further revealed that 92(73.0%) of the respondents agreed that their leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation and 27(21.4%) of the respondents disagreed that their leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation. However, the respondents agreed that their leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation (mean=3.63, standard deviation =1.22. Schiuma, Schettini, Santarsiero and Carlucci, (2022) presented as an interpretative framework helpful to understand what affects the organizational culture and behaviors driving digital transformation.

Further, 82(65.1%) of the respondents agreed with the statement that their leader provides clear direction and resources to support the implementation of digital transformation initiatives. However, 34(26.9%) of the respondents disagreed that their leader provides clear direction and resources to support the implementation of digital transformation initiatives. From mean and standard deviation, the respondents agreed that their leader provides clear direction and resources to support the implementation of digital transformation initiatives (Mean, =3.52, Std. dev=1.25). These findings agree with Imran, Shahzad, Butt, Kantola, (2021) indicate that leadership, structures, and

culture are the key enablers of digital transformation that help industrial organizations to achieve performance outcomes (i.e. collaboration, customer-centricity, and agility).

Also, 92(73.1%) of the respondents agreed that they feel empowered to contribute their ideas and skills to our digital transformation journey. However, 25(19.8%) of the respondents disagreed that they feel empowered to contribute their ideas and skills to our digital transformation journey. Analysis on mean and standard deviation revealed the respondents agreed that they feel empowered to contribute their ideas and skills to our digital transformation journey (Mean, =3.73, Std. dev=1.27). According to the study done by Cetindamar Kozanoglu and Abedin, (2021) show that only slightly over half of the papers presented an explicit interest in digital skills and workplace issues. Empirical works are rather not directly related to digital literacy: four out of 13 empirical works are national level competitiveness reports, five of them are specific to digital skills of a certain sector -legal, business service, container terminal, biotech, and health- and the rest talk about digital skills of individual/citizen/student.

Finally, the study revealed that majority 92(73.1%) of the respondents comply with the statement that their leader's vision and approach are effectively driving the adoption of digital transformation in our organization. Moreover, 28(23.2%) of the respondents disagree with the statement that their leader's vision and approach are effectively driving the adoption of digital transformation in our organization. However, in terms of mean and standard deviation the respondents agreed that their leader's vision and approach are effectively driving the adoption of digital transformation in our organization (Mean, =3.71, Std. dev=1.30). The study done by AlNuaimi, Singh, Ren, Budhwar and Vorobyev, (2022) indicates organizational agility to mediate the relationship between digital transformational leadership and digital transformation.

4.1.9 Transformational Leadership Style

The second specific objective of the study was to establish the effect of transformational leadership style on the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to establish the effect of transformational leadership style on the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 11.

Table 11 Transformational Leadership Style

Statement		SA	A	N	D	SD	Mean	Sd
1. My leader clearly articulates a vision for how digital transformation will benefit the organization	F	41	54	5	17	9	3.80	1.23
	%	32.5	42.9	4.0	13.5	7.1		
2. My leader inspires me to think creatively and challenge the status quo when it comes to digital solutions.	F	39	49	9	19	10	3.70	1.27
	%	31.0	38.9	7.1	15.1	7.9		
3. My leader provides me with the resources and support I need to learn new digital skills	F	37	48	10	20	11	3.63	1.29
	%	29.4	38.1	7.9	15.9	8.7		
4. My leader empowers me to make decisions and take ownership of my work during the digital transformation process	F	37	54	5	21	9	3.71	1.25
	%	29.4	42.9	4.0	16.7	7.1		
5. My leader celebrates successes and milestones achieved during the digital transformation journey	F	38	53	6	20	9	3.72	1.25
	%	30.2	42.1	4.8	15.9	7.1		

6. I feel confident in my ability to contribute to the organization's digital transformation because of my leader's guidance and support	F	30	59	7	21	9	3.63	1.22
	%	23.8	46.8	5.6	16.7	7.1		
7. I am excited about the future of the organization because of the leader's vision for digital transformation.	F	25	67	5	20	9	3.63	1.18
	%	19.8	53.2	4.0	15.9	7.1		

Table 11 showed that 95(75.4%) of the respondents agreed that their leader clearly articulates a vision for how digital transformation will benefit the organization. However, 26(20.6%) of the respondents disagreed with the statement that their leader clearly articulates a vision for how digital transformation will benefit the organization. As per the survey results, the participants agreed in terms of mean and standard deviation that their leader clearly articulates a vision for how digital transformation will benefit the organization (Mean, =3.80, Std. dev=1.23). The study by Ziadlou, (2021) discerned digital transformation as a positive evolution of health care that has improved communication, increased quality, fortified decision support making, improved knowledge sharing and removed distance and geographical barriers.

Further, 88(69.9%) of the respondents agreed with the statement that their leader inspires me to think creatively and challenge the status quo when it comes to digital solutions. However, 29(23.0%) of the respondents disagreed that their leader inspires me to think creatively and challenge the status quo when it comes to digital solutions. From mean and standard deviation, the respondents agreed that their leader inspires me to think creatively and challenge the status quo when it comes to digital solutions (Mean, =3.70, Std. dev=1.27). Shah and Patki, (2020) exploring the relationship

between leadership and digitalization in the eastern cultures, especially India becomes more significant; as the technology is booming and drastically changing how daily activities are carried out as an influence of digitalization.

However, 85(67.5%) of the respondents agreed with the statement that their leader provides them with the resources and support they need to learn new digital skills, contrary 31(24.6%) of the respondents disagree with the statement that their leader provides them with the resources and support they need to learn new digital skills. The respondents also agreed on the mean and standard deviation on the statement that their leader provides them with the resources and support they need to learn new digital skills (Mean, =3.63, Std. dev=1.29). These findings are consistent with the study done by Karakose, Polat and Papadakis, (2021) revealed that school principals' digital leadership skills were clustered under three categories: technology use, managerial skills, and individual skills.

Moreover, 91(72.3%) of the respondents agreed with the statement that their leader empowers them to make decisions and take ownership of their work during the digital transformation process while 30(23.8%) of the respondents disagreed with the statement that their leader empowers them to make decisions and take ownership of their work during the digital transformation process. Consequently, the respondents agreed in terms of mean and standard deviation that their leader empowers them to make decisions and take ownership of their work during the digital transformation process (Mean, =3.71, Std. dev=1.25). Schiuma, Schettini and Santarsiero, (2021) suggests that the context is rapidly changing, and the rapid development of new capacities linked to innovation is critical to surviving under these new circumstances. The HR Departments

of organizations that navigate digital transformation could use the Abilities Model to measure specific behaviors that leaders should demonstrate.

Futhermore, 91(72.3%) of the respondents agreed with the statement that their leader celebrates successes and milestones achieved during the digital transformation journey while 29(23.0%) of the respondents disagree with the statement that their leader celebrates successes and milestones achieved during the digital transformation journey. Consequently, the respondents agreed in terms of mean and standard deviation that their leader celebrates successes and milestones achieved during the digital transformation journey (Mean, =3.72, Std. dev=1.25). The study done by Olbert and Walbrach, (2019) four basic agility fitness programs have been deducted, showing how to achieve a basic agility constitution (“Basic Physical Workout”), how to build the frame and leadership capabilities to transform the entire organization (“Mental Strength”), how to build and develop the required human capital of the firm (“HR Pentathlon”) and how to transform the company into a testing engine fueling innovation continuously from the inside-out (“Innovation Jump”).

Also, 89(70.6%) of the respondents agreed that they feel confident in they ability to contribute to the organization’s digital transformation because of their leader’s guidance and support. However, 30(23.8%) of the respondents disagreed that they feel confident in they ability to contribute to the organization’s digital transformation because of their leader’s guidance and support. Analysis on mean and standard deviation revealed the respondents agreed that they feel confident in they ability to contribute to the organization’s digital transformation because of their leader’s guidance and support (Mean, =3.63, Std. dev=1.22).

Finally, the study revealed that 92(70.0%) of the respondents comply with the statement that they are excited about the future of the organization because of the leader's vision for digital transformation. Moreover, 29(23.0%) of the respondents disagree with the statement that they are excited about the future of the organization because of the leader's vision for digital transformation. However, in terms of mean and standard deviation the respondents in correspondences of the statement that they are excited about the future of the organization because of the leader's vision for digital transformation (Mean, =3.63, Std. dev=1.18). According to Philip, (2021) continued exploration of how companies approach digital transformation and scholarly applications of conventional organizational leadership theories will help reveal the importance of parameters outside the scope of technology and strategy that contribute to successful implementation of new digital technologies.

4.1.10 Transactional Leadership Style

The third specific objective of the study was to assess the effect of transactional leadership style on the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to assess the effect of transactional leadership style on the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 12.

Table 12 Transactional Leadership Style

Statement		SA	A	N	D	SD	Mean	Sd
1. My leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives	F	32	70	2	10	12	3.79	1.19
	%	25.4	55.6	1.6	7.9	9.5		
2. When I perform well in using new digital tools, my leader is quick to offer praise or public recognition.	F	22	76	5	17	6	3.72	1.06
	%	17.5	60.3	4.0	13.5	4.8		
3. My leader clarifies what specific performance goals are tied to the successful adoption of digital transformation.	F	36	62	6	6	16	3.76	1.27
	%	28.6	49.2	4.8	4.8	12.7		
4. I feel confident that my leader will intervene and address any performance issues related to a lack of participation in digital transformation	F	29	65	4	15	13	3.65	1.25
	%	23.0	51.6	3.2	11.9	10.3		
5. My leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools	F	32	61	3	14	16	3.63	1.32
	%	25.4	48.4	2.4	11.1	12.7		
6. I am clear on the specific tasks and deadlines expected of me regarding digital transformation initiatives	F	30	66	2	13	15	3.66	1.28
	%	23.8	52.4	1.6	10.3	11.9		
7. My leader focuses on ensuring clear communication and expectations when introducing new digital tools	F	37	48	7	21	23	3.60	1.34
	%	29.4	38.1	5.6	16.7	10.3		

From Table 12 it revealed that 102(81.0%) of the respondents agreed that their leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives while 22(17.4%) of the respondents disagree with the statement that their leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives. In terms of mean and standard deviation the respondents agreed that their leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives (Mean, =3.79, Std. dev=1.19). These findings agree with Hai, Van and Thi Tuyet, (2021) that digital transformation can be a challenge, but perceive and prepare for leadership thinking innovation that drives successful digital transformation across countries, especially emerging countries is essential.

However, 98(77.8%) of the respondents agreed with the statement that when they perform well in using new digital tools, their leader is quick to offer praise or public recognition, contrary 23(18.3%) of the respondents disagree with the statement that when they perform well in using new digital tools, their leader is quick to offer praise or public recognition. The respondents also agreed on the mean and standard deviation on the statement that when they perform well in using new digital tools, their leader is quick to offer praise or public recognition (Mean, =3.72, Std. dev=1.05). These findings agree with Hooi and Chan, (2022) reveal that the transformational leadership–workplace digitalization relationship is mediated by innovative culture.

Moreover, 98(77.8%) of the respondents agreed with the statement that their leader clarifies what specific performance goals are tied to the successful adoption of digital transformation while 22(17.5%) of the respondents disagree with the statement that their leader clarifies what specific performance goals are tied to the successful adoption of

digital transformation. Consequently, the respondents agreed in terms of mean and standard deviation that their leader clarifies what specific performance goals are tied to the successful adoption of digital transformation (Mean, =3.76, Std. dev=1.27). This finding agree with Fischer, Imgrund, Janiesch and Winkelmann, (2020) found that digital transformation takes place in many contexts and that companies follow different strategies to become more digital. Although digital transformation projects pose significant organizational, technological, and sociocultural challenges.

Further, 94(74.6%) of the respondents agreed with the statement that they feel confident that their leader will intervene and address any performance issues related to a lack of participation in digital transformation. However, 38(22.2%) of the respondents disagreed that they feel confident that their leader will intervene and address any performance issues related to a lack of participation in digital transformation. From mean and standard deviation, the respondents agreed that they feel confident that their leader will intervene and address any performance issues related to a lack of participation in digital transformation (Mean, =3.65, Std. dev=1.25). Porfírio, Carrilho, Felício and Jardim, (2021) represent an important step forward in the knowledge of the conditions to promote higher stages of DT, especially regarding leadership and management associated with certain firms' characteristics.

However, 93(73.8%) of the respondents agreed that they leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools while 30(23.8%) of the respondents disagree with the statement that they leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools. The respondents also agreed on the mean and standard deviation on the statement that they leader emphasizes the potential negative

consequences (e.g., missed opportunities) of not adopting new digital tools (Mean, =3.63, Std. dev=1.31). These findings are consistent with the study done by Cortellazzo, Bruni and Zampieri, (2019) findings show leaders are key actors in the development of a digital culture: they need to create relationships with multiple and scattered stakeholders, and focus on enabling collaborative processes in complex settings, while attending to pressing ethical concerns.

Moreover, 96(76.2%) of the respondents agreed that they are clear on the specific tasks and deadlines expected of them regarding digital transformation initiatives while 28(22.2%) of the respondents disagree with the statement that they are clear on the specific tasks and deadlines expected of them regarding digital transformation initiatives. Consequently, the respondents agreed in terms of mean and standard deviation that they are clear on the specific tasks and deadlines expected of them regarding digital transformation initiatives (Mean, =3.66, Std. dev=1.28). Mhlungu, Chen and Alkema, (2019) revealed that IT and non-IT managers hold similar perceptions on the key factors affecting the overall ODT success. Finally, 85(67.5%) of the respondent agreed with the statement that their leader focuses on ensuring clear communication and expectations when introducing new digital tools while 34 respondents having 27.0% disagree with the statement that their leader focuses on ensuring clear communication and expectations when introducing new digital tools. In terms of mean and standard deviation the respondent agreed on the statement that their leader focuses on ensuring clear communication and expectations when introducing new digital tools (Mean, =3.60, Std. dev=1.34). Liu, Ready, Roman, Van Wart, Wang, McCarthy and Kim, (2018) organizations want to have strong e-leaders in this digital age with fast-evolving technologies and technology integration, they need to identify leaders with some of the STS identified here such as energy, need for achievement,

willingness to assume responsibility, flexibility, analytic skills, continual learning, and technical skills.

4.1.11 Participative Leadership Style

The fourth specific objective of the study was to establish the effect of participative leadership style on the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to establish the effect of participative leadership style on the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 13.

Table 13 Participative Leadership Style

Statement		SA	A	N	D	SD	Mean	Sd
1. Their leaders actively involve team members in decision-making processes related to digital transformation	F	24	70	5	15	12	3.63	1.20
	%	19.0	55.6	4.0	11.9	9.5		
2. Team members feel empowered to contribute ideas and suggestions for digital transformation initiatives	F	31	67	7	12	9	3.79	1.14
	%	24.6	53.2	5.6	9.5	7.1		
3. The participative leadership style of their leaders enhances the acceptance of digital transformation within the organization.	F	32	58	2	20	14	3.59	1.32
	%	25.4	46.0	1.6	15.9	11.1		

4. Team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies	F	32	62	8	15	9	3.74	1.17
	%	25.4	49.2	6.3	11.9	7.1		
5. The participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts.	F	38	64	8	8	8	3.92	1.09
	%	30.2	50.8	6.3	6.3	6.3		
6. Team members are motivated to actively engage in digital transformation activities due to the participative leadership style	F	38	50	7	13	18	3.61	1.39
	%	30.2	39.7	5.6	10.3	14.3		
7. The participative leadership style positively influences the speed and effectiveness of digital transformation initiatives	F	40	55	3	15	13	3.75	1.30
	%	31.7	43.7	2.4	11.9	10.3		

Table 13 showed that 94(74.6%) of the respondents agreed that their leaders actively involve team members in decision-making processes related to digital transformation. However, 27(21.4%) of the respondents disagreed that that their leaders actively involve team members in decision-making processes related to digital transformation. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that that their leaders actively involve team members in decision-making processes related to digital transformation (Mean, =3.63, Std. dev=1.20). The study done by Singh, Klarner and Hess, (2020) found that CDOs combine different formal and informal activities to coordinate (horizontally) between

employees working on DT activities in different units and at different hierarchical levels.

Also the study showed that 98(77.8%) of the respondents agreed that team members feel empowered to contribute ideas and suggestions for digital transformation initiatives. But, 21(16.6%) of the respondents disagree that team members feel empowered to contribute ideas and suggestions for digital transformation initiatives. Further the study findings showed in terms of means and standard deviation showed that the respondents agreed that Team members feel empowered to contribute ideas and suggestions for digital transformation initiatives (Mean=3.79, Std. dev=1.14). However, according to Balakrishnan and Das, (2020) found that medium and large-sized firms handle innovation and operations separately wherein the small firms build innovation into operations by embedding relevant skills in team members.

However, 90(71.4%) of the respondents agreed that the participative leadership style of their leaders enhances the acceptance of digital transformation within the organization, contrary 34(27.0%) of the respondents disagreed that the participative leadership style of their leaders enhances the acceptance of digital transformation within the organization. The respondents also agreed on the mean and standard deviation on the statement that the participative leadership style of their leaders enhances the acceptance of digital transformation within the organization (Mean, =3.59, Std. dev=1.32). These findings agree with Lasrado and Kassem, (2021) suggests that creating the involvement culture provides the all-inclusive participation and holistic engagement from employees.

Moreover, 94(74.6%) of the respondents agreed with the statement that team members perceive that their opinions are valued and considered in the implementation of digital

transformation strategies while 24(19.0%) of the respondents disagree with the statement that team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies. Consequently, the respondents agreed in terms of mean and standard deviation that their team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies (Mean, =3.74, Std. dev=1.17). Based on their feedback, 102(81.0%) of the respondents agreed that the participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts. However, 16(12.6%) of the respondents disagreed that the participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts. Further the study findings showed in terms of means and standard deviation that the respondents agreed that the participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts (Mean, =3.92, Std. dev=1.09). However, the findings by Guinan, Parise and Langowitz, (2019) identify four essential team-based levers that enable digital transformation: diverse and targeted team composition, iterative goal setting, continuous learning and talent management.

Also, 88(69.9%) of the respondents agreed that team members are motivated to actively engage in digital transformation activities due to the participative leadership style. However, 31(24.6%) of the respondents disagreed that team members are motivated to actively engage in digital transformation activities due to the participative leadership style. Further the study findings showed in terms of means and standard deviation showed that the respondents agreed that team members are motivated to actively engage in digital transformation activities due to the participative leadership style (Mean=3.61, Std. dev=1.39). According to the study done by Sousa and Rocha, (2019). Lasrado and Kassem, (2021) suggests that creating the involvement culture provides the all-inclusive

participation and holistic engagement from employees, which consequently leads to organizational excellence.

Finally, 95(75.4%) of the respondent agreed that participative leadership style positively influences the speed and effectiveness of digital transformation initiatives while 28 respondents having 22.2% disagree with the statement that the participative leadership style positively influences the speed and effectiveness of digital transformation initiatives. In terms of mean and standard deviation the respondents agreed that the participative leadership style positively influences the speed and effectiveness of digital transformation initiatives (Mean, =3.75, Std. dev=1.30). According to Khassawneh and Elrehail, (2022) suggest that the higher the complexity of institutionalism, the wider the gap between leaders and subordinates, so implementing the participative style may become problematic in some circumstances.

4.1.12 Authoritative Leadership Style

The fifth specific objective of the study was to ascertain the effect of authoritative leadership style on the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to ascertain the effect of authoritative leadership style on the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 14.

Table 14 Authoritative Leadership Style

Statement		SA	A	N	D	SD	Mean	Sd
1. Our leader clearly communicates the vision and goals for digital transformation within the organization	F	57	47	3	11	8	4.06	1.18
	%	45.2	37.3	2.4	8.7	6.3		
2. Our leader sets clear expectations for employee participation in digital transformation initiatives	F	32	58	4	21	11	3.63	1.27
	%	25.4	46.0	3.2	16.7	8.7		
3. Our leader provides clear instructions and procedures for using new digital tools and technologies	F	43	54	11	13	5	3.93	1.10
	%	34.1	42.9	8.7	10.3	4.0		
4. Our leader effectively holds employees accountable for their contributions to digital transformation efforts	F	43	54	7	16	8	3.84	1.21
	%	34.1	41.3	5.9	12.7	6.3		
5. Our leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies.	F	30	58	6	17	15	3.56	1.31
	%	23.8	46.0	4.8	13.5	11.9		
6. Our leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes	F	35	48	9	20	14	3.56	1.34
	%	27.8	38.1	7.1	15.9	11.1		
7. Our leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives	F	34	48	11	17	16	3.53	1.35
	%	27.0	38.1	8.7	13.5	12.7		

Table 14 indicates that, 104(82.5%) of the respondents agreed that their leader clearly communicates the vision and goals for digital transformation within the organization.

This however was not the feeling of 19(15.0%) of the respondents who disagreed their leader clearly communicates the vision and goals for digital transformation within the organization. Further the study findings showed in terms of means and standard deviation that the respondents agreed that their leader clearly communicates the vision and goals for digital transformation within the organization (Mean, =4.06, Std. dev=1.18). However, these findings are consistent with the findings by Porfirio et al, (2021) represent an important step forward in the knowledge of the conditions to promote higher stages of DT, especially regarding leadership and management associated with certain firms' characteristics.

Furthermore 90(71.4%) agreed that their leader sets clear expectations for employee participation in digital transformation initiatives and 32(25.4%) disagreed that their leader sets clear expectations for employee participation in digital transformation initiatives. In terms of mean and standard deviations the respondents agreed that their leader sets clear expectations for employee participation in digital transformation initiatives (mean=3.63, standard deviation=1.27). The study done by Gupta, (2018) revealed the need for top leaders and executives to present a united front, provide more autonomy, increase collaboration and transparency across project functions and structures. Middle managers and HR need to work together better supporting and coaching the employee's individual development plans, tracking changes, creating an atmosphere that engages and energizes employees and by rewarding or incentivizing employees ensure that the changed behaviors stick and quickly spread throughout the organization.

Further, 97(77.0%) of the respondents agreed that their leader provides clear instructions and procedures for using new digital tools and technologies and those who

disagreed 18(14.3%) that their leader provides clear instructions and procedures for using new digital tools and technologies. Furthermore, the study's findings revealed participants agreed (mean=3.93, standard deviation=1.10) that their leader provides clear instructions and procedures for using new digital tools and technologies. These findings are consistent with the study done by Karakos et al, (2021) revealed that school principals' digital leadership skills were clustered under three categories: technology use, managerial skills, and individual skills.

However, study further revealed that 95(75.4%) of the respondents agreed that their leader effectively holds employees accountable for their contributions to digital transformation efforts and 24(19.0%) of the respondents disagreed that their leader effectively holds employees accountable for their contributions to digital transformation efforts. However, the respondents agreed that their leader effectively holds employees accountable for their contributions to digital transformation efforts (mean=3.84, standard deviation =1.21. Bartsch, Weber, Büttgen and Huber, (2021) indicated that it took task- and relation-oriented leadership behavior to maintain service employees' work performance in a virtual environment during crisis situations. Further, results indicated mediating effects of service employees' individual job autonomy and team cohesiveness; surprisingly, work-related tension did not impact employees' work performance.

Further, 98(69.8%) of the respondents agreed that their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies. However, 32(25.4%) of the respondents disagreed that their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies. Further, the study findings showed in terms of means and standard deviation that the respondents agreed

that their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies (Mean=3.56, Std. dev=1.31). However, according to Erhan, Uzunbacak and Aydin, (2022) show that the employees' perceptions of digital leadership have a positive and significant effect on all dimensions of an employee innovative work behavior. Also, the leaders with high digital skills were perceived positively by the employees and the employees tend to adapt innovative behaviors when they have the digitally skilled leaders.

However, 83(65.9%) of the respondents agreed with the statement that Their leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes. On the other hand, 34(27.0%) of the respondents disagreed with the statement that their leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement their leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes (Mean, =3.56, Std. dev=1.34). According to Bligh, Kohles and Yan, (2018) suggest that transformational leadership fosters significantly more positive attitudes toward employee error learning, while laissez-faire and aversive leadership styles actively inhibit employee error learning.

Finally, 82(65.1%) of the respondents agreed that their leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives. But, 33(26.2%) of the respondents disagreed that their leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives. Further the study findings showed in terms of means and standard deviation showed that the respondents agreed that their leader provides timely

feedback and recognition to employees who actively participate in digital transformation initiatives (Mean=3.53, Std. dev=1.35). This finding agrees with Schwarzmüller, Brosi, Duman and Welpel, (2018) four key themes of change affecting both work design and leadership emerged, namely changes in work-life and health, the use of information and communication technology, performance and talent management and organizational hierarchies.

4.1.13 Adoption of Digital Transformation in the Public Sector

The study seeks to establish the effect of the adoption of digital transformation in the public sector in Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. A total of 7 statements were used to establish the effect of the adoption of digital transformation in the public sector in Kenya and responses elicited on a 5-point Likert scale as shown in Table 15.

Table 15 Adoption of Digital Transformation in the Public Sector

Statement		SA	A	N	D	SD	Mean	Sd
1. Our organization has a clear vision for how digital transformation will improve our operations	F	41	61	3	12	9	3.90	1.17
	%	32.5	48.4	2.4	9.5	7.1		
2. Employees at all levels understand the benefits of digital transformation for their roles	F	45	51	4	15	11	3.83	1.28
	%	35.7	40.5	3.2	11.9	8.7		
3. Our organization has allocated sufficient resources (budget, personnel, technology) to support digital transformation initiatives	F	42	48	5	22	9	3.73	1.29
	%	33.3	38.1	4.0	17.5	7.1		

4. Leaders actively champion digital transformation and provide guidance	F	37	46	9	18	16	3.56	1.38
	%	29.4	36.5	7.1	14.3	12.7		
5. The organization fosters a culture of innovation and experimentation to support digital transformation	F	39	56	8	14	9	3.81	1.20
	%	31.0	44.4	6.3	11.1	7.1		
6. We have established clear performance metrics to track the progress of digital transformation initiatives	F	35	61	7	8	15	3.74	1.27
	%	27.8	48.4	5.6	6.3	11.9		
7. The organization provides ongoing training and support to help employees develop the skills necessary for digital transformation	F	43	45	9	15	14	3.70	1.35
	%	34.1	35.7	7.1	11.9	11.1		

From Table 15 it revealed that 102(80.9%) of the respondents agreed that their organization has a clear vision for how digital transformation will improve our operations while 21(16.6%) of the respondents disagreed that their organization has a clear vision for how digital transformation will improve our operations. In terms of mean and standard deviation the respondents agreed that their organization has a clear vision for how digital transformation will improve our operations (Mean, =3.90, Std. dev=1.17). These findings agree with Saarikko, Westergren and Blomquist, (2020) digital technology burrows deeper into organizational processes and market offerings, it will inevitably affect business strategies as firms reevaluate their perceptions of themselves as well as their relationships with partners and customers.

However, 96(76.2%) of the respondents agreed that employees at all levels understand the benefits of digital transformation for their roles, contrary 26(20.6%) of the respondents disagreed that employees at all levels understand the benefits of digital transformation for their roles. The respondents also agreed on the mean and standard

deviation on the statement that employees at all levels understand the benefits of digital transformation for their roles (Mean, =3.83, Std. dev=1.28). These findings agree with Trenerry, Chng, Wang, Suhaila, Lim, Lu and Oh, (2021) pandemic has accelerated digitalization trends, while heightening the importance of employee resilience and well-being in adapting to widespread job and technological disruption. Although digital transformation is a new and urgent imperative, there is a long trajectory of rigorous research that can readily be applied to grasp these emerging trends.

Moreover, 80(71.4%) of the respondents agreed that their organization has allocated sufficient resources (budget, personnel, technology) to support digital transformation initiatives while 31(24.6%) of the respondents disagreed that our organization has allocated sufficient resources (budget, personnel, technology) to support digital transformation initiatives. Consequently, the respondents agreed in terms of mean and standard deviation that our organization has allocated sufficient resources (budget, personnel, technology) to support digital transformation initiatives (Mean, =3.73, Std. dev=1.29). This finding agree with Chanias, Myers and Hess, (2019) we show that digital strategy making not only represents a break with the conventions of upfront strategic information systems (IS) planning, but revealed a new extreme of emergent strategy making.

Further, 83(65.9%) of the respondents agreed that leaders actively champion digital transformation and provide guidance. However, 34(27.0%) of the respondents disagreed that leaders actively champion digital transformation and provide guidance. From mean and standard deviation, the respondents agreed that leaders actively champion digital transformation and provide guidance (Mean, =3.56, Std. dev=1.38).

However, 95(75.4%) of the respondents agreed that the organization fosters a culture of innovation and experimentation to support digital transformation while 23(18.2%) of the respondents disagreed that the organization fosters a culture of innovation and experimentation to support digital transformation. The respondents also agreed on the mean and standard deviation on the statement that the organization fosters a culture of innovation and experimentation to support digital transformation (Mean, =3.81, Std. dev=1.20). These findings are consistent with the study done by Warner and Wäger, (2019) discovered that leaders in various industry circles use the term inconsistently to describe various strategizing and organizing activities; in addition, the term has gained limited scholarly attention as a context for study of strategic change.

Moreover, 96(76.2%) of the respondents agreed that they have established clear performance metrics to track the progress of digital transformation initiatives while 23(18.2%) of the respondents disagree with the statement that they have established clear performance metrics to track the progress of digital transformation initiatives. Consequently, the respondents agreed in terms of mean and standard deviation that they have established clear performance metrics to track the progress of digital transformation initiatives (Mean, =3.74, Std. dev=1.27). Fischer, Imgrund, Janiesch and Winkelmann, (2020). found that digital transformation takes place in many contexts and that companies follow different strategies to become more digital.

Finally, 88(69.8%) of the respondent agreed with the statement that The organization provides ongoing training and support to help employees develop the skills necessary for digital transformation while 29(23.0%) disagreed that the organization provides ongoing training and support to help employees develop the skills necessary for digital transformation. In terms of mean and standard deviation the respondent agreed on the

statement that the organization provides ongoing training and support to help employees develop the skills necessary for digital transformation (Mean, =3.70, Std. dev=1.35). According to Cetindamar Kozanoglu and Abedin, (2021) understanding of digital literacy as an individual factor and conceptualized how cognitive abilities or competencies develop information affordances while social practices contribute to articulation affordances.

4.1.14 Multiple Regression Analysis

Multiple regression analysis for the five specific objectives and the adoption of digital transformation in the public sector in Kenya were performed and the results are as presented in Tables 16.

Table 16 Model Summary

R	R Square	Adjusted Square	R	Std. Error of the Estimate
.754^a	.569	.551		.58629

The results of the regression in Table 16 indicated that R^2 value was 0.569 and R value was 0.754. R value of 0.754 gave an indication that there was a strong linear relationship between independent (visionary leadership style, transformational leadership style, transactional leadership style, participative leadership style and authoritative leadership style) and dependent variable (adoption of digital transformation in the public sector in Kenya). The R^2 indicates that explanatory power of the independent variables was 0.569. This implied that about 56.9% of the variation in adoption of digital transformation in the public sector in Kenya is explained by the regression model.

4.1.15 Model Fitness Results

The analysis employed Analysis of Variance (ANOVA) to determine if the model's predictive capabilities surpassed those of the mean, as presented in Table 17.

Table 17 Regression Model Fitness Results (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.368	5	10.874	31.633	.000 ^b
Residual	41.249	120	.344		
Total	95.616	125			

Table 17 showed that F-statistics produced (F =31.633) which was significant at p=0.000 thus confirming the fitness of the model. This implies that the multiple regression model was fit for the data. Hence the visionary leadership style, transformational leadership style, transactional leadership style, participative leadership style and authoritative leadership style have a significant effect on the adoption of digital transformation in the public sector in Kenya. The F value indicates that all the variables in the equation are important hence the overall regression is significant.

4.1.16 Coefficients of Regression Model fitness.

Regression model coefficients were run in order to use in the regression equation. The study results are presented in Table 18.

Table 18 Regression Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.205	.287		.714	.477
Visionary leadership style	.202	.085	.201	2.362	.020

Transformational leadership style	.253	.077	.250	3.304	.001
Transactional leadership style	.134	.063	.152	2.131	.035
Participative leadership style	.240	.084	.230	2.877	.005
Authoritative leadership style	.162	.067	.166	2.415	.017

The study results in Table 18 revealed that there was a positive linear effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya. ($\beta_1=0.202$, $p=0.020$). This revealed that an increase in visionary leadership style leads to an increase in the adoption of digital transformation in the public sector in Kenya by 0.202 units. It was further established that transformational leadership style has a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_2=0.253$, $p=0.001$). This implies that an increase in transformational leadership style leads to increase in the adoption of digital transformation in the public sector in Kenya by 0.253 units.

It was further established that transactional leadership style has a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_3=0.134$, $p=0.035$). This implies that an increase in transactional leadership style leads to increase in the adoption of digital transformation in the public sector in Kenya by 0.134 units. Participative leadership style was found to have a positive and significant effect on the adoption of digital transformation in the public sector in Kenya ($\beta_4=0.240$, $p=0.005$). This gives an implication that an increase in participative leadership style leads to an increase in the adoption of digital transformation in the public sector in Kenya by 0.240 units. Finally, authoritative leadership style was found to have a positive and significant effect on the adoption of digital transformation in the public

sector in Kenya ($\beta_5=.162$, $p=0.017$). This gives an implication that an increase in authoritative leadership style leads to an increase in the adoption of digital transformation in the public sector in Kenya by 0.162 units, Thus, the regression equation becomes;

$$Y = 205 + 0.202X_1 + 0.253X_2 + 0.134X_3 + 0.240X_4 + 0.162X_5 \dots \dots \dots \text{Equation 4.1}$$

4.2 Limitations of the study

Firstly, the study’s focus on the Communications Authority of Kenya (CAK) with a target population of 230 employees may not provide a comprehensive representation of the entire public sector in Kenya. This limited scope means that the findings may not be generalizable to other public sector organizations or different sectors and regions. Additionally, the reliance on a questionnaire as the sole data collection instrument introduces potential biases such as response bias or social desirability bias, where respondents might provide answers they believe are expected or favorable rather than their true opinions. Moreover, questionnaires may not capture the depth and complexity of the respondents' experiences and perceptions.

The study also relies on self-reported data, which means it is subject to the accuracy and honesty of the participants' responses. This reliance could lead to inaccuracies if participants misunderstand questions or intentionally provide misleading answers. Furthermore, the cross-sectional design of the study, capturing data at a single point in time, limits the ability to observe changes and developments over time in leadership styles and digital transformation adoption. Longitudinal studies would provide more insights into how these variables evolve.

Another limitation is the study's focus on leadership styles, which may overlook other critical factors influencing digital transformation, such as organizational culture,

infrastructure, employee skills, and external environmental factors. These elements could also significantly impact the success of digital transformation initiatives. Additionally, if a significant portion of the target population does not respond to the questionnaire, the study may suffer from non-response bias, potentially skewing the results.

The study primarily utilizes quantitative methods, limiting the richness of the data. Incorporating qualitative methods, such as interviews or focus groups, could provide deeper insights into the nuances of leadership styles and their impact on digital transformation. The context of the study is bound to a specific organization at a particular time, and changes in the organizational structure, leadership, or external environment after the study period may affect the relevance and applicability of the findings. While the chapter summary mentions ethical considerations, it does not detail them, making it crucial to thoroughly address issues such as confidentiality, informed consent, and data protection to ensure the integrity and ethical soundness of the research.

4.3 Chapter summary

This chapter has presented the demographic information of the respondent, pilot study results, descriptive statistics, multiple regression analysis and limitations of the study. The study investigated the impact of various leadership styles on the adoption of digital transformation in the public sector. The findings revealed a strong consensus among respondents on the effectiveness of visionary leadership, with a significant majority agreeing that their leaders clearly communicate a vision for digital transformation and understand its potential to improve public sector operations.

Additionally, leaders who encourage experimentation with new digital tools and inspire employees to embrace change were highly regarded. Transformational leadership also showed positive results, as leaders who articulate a clear vision, inspire creativity, provide resources, and empower employees were found to significantly enhance digital transformation efforts. Similarly, transactional leadership was effective when leaders outlined rewards, provided recognition, and set clear performance goals tied to digital transformation. Participative leadership was valued for involving team members in decision-making processes and fostering a collaborative and innovative culture. Authoritative leadership was appreciated for setting clear expectations, providing instructions, and holding employees accountable.

Finally, regression results revealed that visionary leadership style, visionary leadership style, participative leadership style and transformational leadership style in adoption was found to have a positive and significant impact on the adoption of digital transformation. Transactional leadership style had a negative significant effect on the adoption of digital transformation.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter presents a summary of the study findings, conclusions, recommendations, and suggestions for future research in relation to the study objectives.

5.1 Summary of the findings

5.1.1 Visionary Leadership style

The first specific objective of the study was to determine the effect of visionary leadership style on the adoption of digital transformation in the public sector in Kenya. Respondents were asked to give their view on the statement that their leader clearly communicates a vision for how digital transformation will improve public service delivery, I am confident that their leader understands the potential of digital technologies to improve public sector operations, their leader encourages employees to experiment with new digital tools and processes, their leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation, their leader provides clear direction and resources to support the implementation of digital transformation initiatives, I feel empowered to contribute my ideas and skills to our digital transformation journey and finally their leader's vision and approach are effectively driving the adoption of digital transformation in our organization.

However, majority of the respondent agreed that their leader clearly communicates a vision for how digital transformation will improve public service delivery and also agreed that they are confident that their leader understands the potential of digital technologies to improve public sector operations. Further, they agreed that their leader

encourages employees to experiment with new digital tools and processes. Also, they agreed that they feel empowered to contribute my ideas and skills to our digital transformation journey and finally agreed that their leader's vision and approach are effectively driving the adoption of digital transformation in our organization.

5.1.2 Transformational Leadership Style

The second specific objective of the study was to establish the effect of transformational leadership style on the adoption of digital transformation in the public sector in Kenya. Respondents were asked to give their view on the statement that my leader clearly articulates a vision for how digital transformation will benefit the organization, my leader inspires me to think creatively and challenge the status quo when it comes to digital solutions, my leader provides me with the resources and support I need to learn new digital skills, my leader empowers me to make decisions and take ownership of my work during the digital transformation process, my leader celebrates successes and milestones achieved during the digital transformation journey, I feel confident in my ability to contribute to the organization's digital transformation because of my leader's guidance and support and I am excited about the future of the organization because of the leader's vision for digital transformation.

Additionally, majority of the respondent agreed that my leader clearly articulates a vision for how digital transformation will benefit the organization, and also they agreed that my leader inspires me to think creatively and challenge the status quo when it comes to digital solutions. Also, they agreed that my leader empowers me to make decisions and take ownership of my work during the digital transformation process and also they agreed that my leader celebrates successes and milestones achieved during the digital transformation journey. Further, they agreed that they feel confident in my ability to

contribute to the organization's digital transformation because of my leader's guidance and support and finally they agreed that they are excited about the future of the organization because of the leader's vision for digital transformation.

5.1.3 Transactional leadership style

The third specific objective of the study was to assess the effect of transactional leadership style on the adoption of digital transformation in the public sector in Kenya. They were asked to give their view on the statement that my leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives, when I perform well in using new digital tools, my leader is quick to offer praise or public recognition, my leader clarifies what specific performance goals are tied to the successful adoption of digital transformation, I feel confident that my leader will intervene and address any performance issues related to a lack of participation in digital transformation, my leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools, I am clear on the specific tasks and deadlines expected of me regarding digital transformation initiatives and finally my leader focuses on ensuring clear communication and expectations when introducing new digital tools.

However, majority of the respondent agreed that my leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives and also they agreed that when they perform well in using new digital tools, my leader is quick to offer praise or public recognition. Additionally, they agreed that my leader clarifies what specific performance goals are tied to the successful adoption of digital transformation and also agreed that my leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools. Also, they

agreed that they are clear on the specific tasks and deadlines expected of me regarding digital transformation initiatives and finally agreed that my leader focuses on ensuring clear communication and expectations when introducing new digital tools.

5.1.4 Participative Leadership Style

The fourth specific objective of the study was to establish the effect of participative leadership style on the adoption of digital transformation in the public sector in Kenya. They were asked to give their view on the statement that their leaders actively involve team members in decision-making processes related to digital transformation, team members feel empowered to contribute ideas and suggestions for digital transformation initiatives, the participative leadership style of their leaders enhances the acceptance of digital transformation within the organization, team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies, the participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts, Team members are motivated to actively engage in digital transformation activities due to the participative leadership style and lastly, the participative leadership style positively influences the speed and effectiveness of digital transformation initiatives.

Moreover, they agreed that their leaders actively involve team members in decision-making processes related to digital transformation and also majority of the respondent agreed that team members feel empowered to contribute ideas and suggestions for digital transformation initiatives. Also, they agreed that team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies and also majority of the respondent agreed that the participative approach of leadership fosters a culture of collaboration and innovation in digital transformation

efforts. However, they also agreed that team members are motivated to actively engage in digital transformation activities due to the participative leadership style and lastly agreed that the participative leadership style positively influences the speed and effectiveness of digital transformation initiatives.

5.1.5 Authoritative Leadership Style

The last specific objective of the study was to ascertain the effect of authoritative leadership style on the adoption of digital transformation in the public sector in Kenya. They were asked to give their view on the statement that their leader clearly communicates the vision and goals for digital transformation within the organization, their leader sets clear expectations for employee participation in digital transformation initiatives, their leader provides clear instructions and procedures for using new digital tools and technologies, their leader effectively holds employees accountable for their contributions to digital transformation efforts, their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies, their leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes and finally their leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives.

Additionally, majority of the respondent agreed that their leader clearly communicates the vision and goals for digital transformation within the organization and also agreed that their leader sets clear expectations for employee participation in digital transformation initiatives. Further, they agreed that their leader provides clear instructions and procedures for using new digital tools and technologies and also agreed that their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies. Furthermore, they agreed that their leader encourages

employees to experiment with new digital tools and technologies, even if it means making mistakes and finally they agreed that their leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives.

5.2 Recommendations

Public sector organizations in Kenya should focus on strengthening visionary leadership practices. Leaders should be trained to effectively communicate the vision for digital transformation and its benefits for public service delivery. Additionally, leaders should be encouraged to continuously support and inspire employees to embrace new digital tools and processes, providing clear direction and necessary resources for implementation.

To further foster the adoption of digital transformation, it is recommended that public sector organizations cultivate transformational leadership styles. Leaders should be encouraged to articulate clear visions for digital transformation, inspire creative thinking, and challenge the status quo. Providing resources and support for employees to learn new digital skills, celebrating successes, and fostering a positive outlook on the future of the organization can significantly enhance the digital transformation journey.

Organizations should leverage transactional leadership to drive digital transformation by clearly outlining rewards and recognition for participation in digital initiatives. Leaders should consistently offer praise and public recognition for good performance, set specific performance goals tied to digital transformation, and emphasize the potential consequences of not adopting new digital tools. Clear communication and well-defined expectations are crucial for ensuring successful adoption.

Public sector organizations should adopt participative leadership styles to involve team members in decision-making processes related to digital transformation. Leaders should

empower employees to contribute ideas and suggestions, value their opinions, and foster a collaborative and innovative culture. This approach can motivate team members to engage actively in digital transformation activities and enhance the speed and effectiveness of implementation.

5.3 Conclusions

The study concludes that visionary leadership significantly impacts the adoption of digital transformation in the public sector in Kenya. Respondents agreed that their leaders clearly communicate a vision for how digital transformation will improve public service delivery and understand the potential of digital technologies to enhance operations. The leaders encourage experimentation with new digital tools and processes, inspire employees to embrace change, provide clear direction and resources for implementation, and effectively drive the adoption of digital transformation through their vision and approach.

The study further concludes that transformational leadership style plays a crucial role in the adoption of digital transformation. Respondents indicated that their leaders articulate a clear vision of how digital transformation will benefit the organization, inspire creativity, and challenge the status quo. The leaders empower employees to make decisions, provide resources and support for learning new digital skills, celebrate successes, and foster confidence and excitement about the future of the organization through their guidance and vision.

Also, the study concludes that transactional leadership style is effective in driving digital transformation in the public sector. Respondents agreed that their leaders outline rewards and recognition for participation in digital transformation initiatives, offer praise for good performance, clarify performance goals tied to successful adoption, and

emphasize potential negative consequences of not adopting new digital tools. The leaders ensure clear communication, set specific tasks and deadlines, and maintain high expectations for employee participation.

Moreover, the study concludes that participative leadership style positively influences digital transformation efforts. Respondents reported that their leaders involve team members in decision-making processes, empower them to contribute ideas and suggestions, value their opinions, and foster a culture of collaboration and innovation. This participative approach motivates team members to engage actively in digital transformation activities and enhances the speed and effectiveness of implementation.

Finally, the study concludes that authoritative leadership style is also effective in promoting digital transformation in the public sector. Respondents agreed that their leaders clearly communicate the vision and goals for digital transformation, set clear expectations for employee participation, provide instructions and procedures for using new digital tools, hold employees accountable, and demonstrate confidence in their ability to adapt. The leaders encourage experimentation, even with the risk of mistakes, and provide timely feedback and recognition to those actively participating in digital transformation initiatives.

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APPENDICES

APPENDIX I LETTER OF INTRODUCTION

Dear Respondent

RE: REQUEST FOR PARTICIPATION IN RESEARCH

I am a student at Management University of Africa currently pursuing a Master Degree in Masters in Management and Leadership. The objective of this questionnaire is to collect data on the on *Leadership Styles and Adoption of Digital Transformation in the Public Sector in Kenya: A Case Study Communications Authority of Kenya*. The data to be collected will be utilized for research purposes only and will be confidential, your contribution, participation and co-operation is highly appreciated. Kindly fill the questionnaire.

Thank you for your assistance

Albert Kochei

APPENDIX II RESEARCH STUDY QUESTIONNAIRE

Please do not refill your name on this questionnaire. Please put a tick (√) or (x) in the box to the right response (Tick where applicable)

Section A: Background Information

1. Indicate your gender

Male

Female

2. Indicate your age bracket

20- 29 years

30- 39 years

40- 49 years

50 and above years

3. Indicate your highest academic qualification

Certificate

Diploma

Degree

Masters

PhD

4. How long have you been working in the organization/institution?

Below 5 years

6-10 years

11-15 years

16 years and above

SECTION B: VISIONARY LEADERSHIP STYLE AND THE ADOPTION OF DIGITAL TRANSFORMATION

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

STATEMENTS	5	4	3	2	1
1. Their leader clearly communicates a vision for how digital transformation will improve public service delivery.					
2. I am confident that their leader understands the potential of digital technologies to improve public sector operations.					
3. Their leader encourages employees to experiment with new digital tools and processes.					
4. Their leader inspires employees to embrace change and adapt to new ways of working brought about by digital transformation.					
5. Their leader provides clear direction and resources to support the implementation of digital transformation initiatives.					
6. I feel empowered to contribute my ideas and skills to our digital transformation journey.					
7. Their leader's vision and approach are effectively driving the adoption of digital transformation in our organization.					

SECTION C: TRANSFORMATIONAL LEADERSHIP STYLE AND THE ADOPTION OF DIGITAL TRANSFORMATION

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

STATEMENTS	5	4	3	2	1
1. My leader clearly articulates a vision for how digital transformation will benefit the organization.					
2. My leader inspires me to think creatively and challenge the status quo when it comes to digital solutions.					
3. My leader provides me with the resources and support I need to learn new digital skills.					
4. My leader empowers me to make decisions and take ownership of my work during the digital transformation process.					
5. My leader celebrates successes and milestones achieved during the digital transformation journey.					
6. I feel confident in my ability to contribute to the organization's digital transformation because of my leader's guidance and support.					
7. I am excited about the future of the organization because of the leader's vision for digital transformation.					

SECTION D: EFFECT OF TRANSACTIONAL LEADERSHIP STYLE ON THE ADOPTION OF DIGITAL TRANSFORMATION

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5.

STATEMENTS	5	4	3	2	1
1. My leader clearly outlines the rewards and recognition for actively participating in digital transformation initiatives.					
2. When I perform well in using new digital tools, my leader is quick to offer praise or public recognition.					
3. My leader clarifies what specific performance goals are tied to the successful adoption of digital transformation.					
4. I feel confident that my leader will intervene and address any performance issues related to a lack of participation in digital transformation.					
5. My leader emphasizes the potential negative consequences (e.g., missed opportunities) of not adopting new digital tools.					
6. I am clear on the specific tasks and deadlines expected of me regarding digital transformation initiatives.					
7. My leader focuses on ensuring clear communication and expectations when introducing new digital tools.					

**SECTION E: EFFECT OF PARTICIPATIVE LEADERSHIP STYLE ON THE
ADOPTION OF DIGITAL TRANSFORMATION IN THE PUBLIC SECTOR**

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

STATEMENTS	5	4	3	2	1
1. Their leaders actively involve team members in decision-making processes related to digital transformation.					
2. Team members feel empowered to contribute ideas and suggestions for digital transformation initiatives.					
3. The participative leadership style of their leaders enhances the acceptance of digital transformation within the organization.					
4. Team members perceive that their opinions are valued and considered in the implementation of digital transformation strategies.					
5. The participative approach of leadership fosters a culture of collaboration and innovation in digital transformation efforts.					
6. Team members are motivated to actively engage in digital transformation activities due to the participative leadership style.					
7. The participative leadership style positively influences the speed and effectiveness of digital transformation initiatives.					

SECTION F: EFFECT OF AUTHORITATIVE LEADERSHIP STYLE ON THE ADOPTION OF DIGITAL TRANSFORMATION IN THE PUBLIC SECTOR

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

STATEMENTS	5	4	3	2	1
1. Their leader clearly communicates the vision and goals for digital transformation within the organization.					
2. Their leader sets clear expectations for employee participation in digital transformation initiatives.					
3. Their leader provides clear instructions and procedures for using new digital tools and technologies.					
4. Their leader effectively holds employees accountable for their contributions to digital transformation efforts.					
5. Their leader demonstrates confidence in the ability of employees to learn and adapt to new digital technologies.					
6. Their leader encourages employees to experiment with new digital tools and technologies, even if it means making mistakes.					
7. Their leader provides timely feedback and recognition to employees who actively participate in digital transformation initiatives.					

SECTION F: ADOPTION OF DIGITAL TRANSFORMATION IN THE PUBLIC SECTOR

Please indicate the extent to which you agree or disagree with each statement by placing a tick where appropriate using the following 5-Point Likert scale: Strongly Disagree =1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

STATEMENTS	5	4	3	2	1
1. Our organization has a clear vision for how digital transformation will improve our operations.					
2. Employees at all levels understand the benefits of digital transformation for their roles.					
3. Our organization has allocated sufficient resources (budget, personnel, technology) to support digital transformation initiatives.					
4. Leaders actively champion digital transformation and provide guidance.					
5. The organization fosters a culture of innovation and experimentation to support digital transformation.					
6. We have established clear performance metrics to track the progress of digital transformation initiatives.					
7. The organization provides ongoing training and support to help employees develop the skills necessary for digital transformation.					

APPENDIX III UNIVERSITY LETTER



Date: 26TH JULY 2024

TO WHOM IT MAY CONCERN

ALBERT KOCHEI - MML/20/00212/3/20


This letter serves to introduce the above named who is a (Masters in Management and Leadership) student and is interested in carrying out research on Leadership Styles and Adoption of Digital Transformation in the Public Sector in Kenya: A Case Study Communications Authority of Kenya

Any assistance accorded to him in pursuit of this study will be greatly appreciated.

Yours Sincerely,



Dr. Justus Nyaga
Dean, School of Management and Leadership

APPENDIX IV NACOSTI LETTER


REPUBLIC OF KENYA
 National Commission for Science, Technology and Innovation
Ref No: 340772

Date of Issue: 01/August/2024


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This is to Certify that Mr. Albert Kochet of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Influence of leadership on Organization Digital Transformation and Technology. A Case Study of Authority of Kenya for the period ending : 01/August/2025.

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