

EFFICACY OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE OF
MANDERA COUNTY GOVERNMENT IN KENYA

BY
YUSSUF MOHAMED DAUD
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DECLARATION

I declare that this research dissertation is my original work and has not been submitted to any other college or university for academic credit.

Signature Date:
Yussuf Mohamed Daud (POLD/9725/0/17)

This research dissertation has been submitted for examination with our approval as the appointed university supervisors.

Signature: Date:

Prof. Caren Ouma, 1st Supervisor:

Associate Professor of Leadership and Management, United States International University
Africa, Nairobi.

Signature: Date:_

Dr. Alfred Ong'era, 2nd Supervisor:

Lecturer, Strathmore University, Nairobi

DEDICATION

This research dissertation is a special dedication to my family for their continued unconditional support, love and sacrifice during my studies and to all those who have dedicated their time in empowering individuals with courage, commitment and inspiration to transform the challenges of life into defining episodes of positive growth and change. To the revolutionaries and transformers.

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ABSTRACT

Mandera County has faced a plethora of challenges including its inability to marshal, develop, direct and control the human and financial resources leading to maladministration and poor service delivery, among others. Transformational leadership is the panacea for solving contemporary management and leadership challenges in sub-national levels. This study investigated the efficacy of transformational leadership and performance of Mandera County government in Kenya focusing on the 4Is of transformational. The objectives of the study were to: investigate the role of individualized considerations, determine the influence of inspirational motivation, establish the effects of idealized influence, assess the role of intellectual stimulation, and assess the moderating role of national government policies on the relationship between transformational leadership and performance of Mandera County government in Kenya. The study adopted modified Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (1995) which is heavily applied to measure the transformational leadership in private and public sector. The target population for the study comprised of the personnel elected and appointed and/or in the office of the Governor, Members of County Assembly and public service board employees of the county government who are concerned with the day – to – day running of the county affairs of the County Government of Mandera (N=696). Stratified simple random sampling technique was applied to select the sample size from the total population (n=247). The study used structured questionnaires as the primary tool for data collection. SPSS version 24 was applied to compute descriptive and inferential statistics. Findings from the test of hypothesis using simple linear regression indicate that individualized consideration, inspirational motivation and idealized influence do not have a statistically significant influence on the performance of Mandera County Government ($p > .05$). In contrast, intellectual stimulation had a statistically significant association with performance of Mandera County Government ($p < .05$), while government policies have a statistically significant moderating effect on the relationship between transformational leadership and performance of Mandera County Government ($p < .05$). However, the multiple linear regression analysis indicates that three of the 4Is of TL (individualized consideration, inspirational motivation, intellectual stimulation) excluding idealized influence were significantly associated with the performance of the County Government of Mandera. For effective transformational leadership, the study recommends that the success or failure of leadership depends on the compliance to the legal, fiscal, and policy framework, among other government policies.

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ABBREVIATIONS AND ACRONYMS

4Is:	Individualized Considerations, Inspirational Motivation, Idealized Influence, Intellectual Stimulation
AMOS:	Analysis of Moment Structures
ANOVA:	Analysis of Variance
DFRD:	District Focus for Rural Development
EMMS:	Essential Medicines and Medical Supplies
GOK:	Government of Kenya
HRH:	Human Resources for Health
HRM:	Human Resource Management
IEBC:	Independent Electoral and Boundaries Commission
KADU:	Kenya African Democratic Union
KANU:	Kenya African National Union
KNBS:	Kenya National Bureau of Statistics
MLQ:	Multifactor Leadership Questionnaire
NCAA:	National Collegiate Athletic Association
RBV:	Resource Based View
SEM:	Structural Equation Modelling
SPSS:	Statistical Packages for Social Sciences
TL:	Transformational Leadership
U.S.:	United States
UNDP:	United Nations Development Programme

DEFINITION OF TERMS

Accountability	The obligation of a person or an institution to take responsibility of all the actions and activities in a non-opaque manner (Shen et al., 2017).
Devolution	Refers to the transfer of given resources, political responsibility, and power from the centre to the lawfully elected local or regional governments as established by the law (Bosire, et al., 2015).
Governance	Refers to the formulation of various policies which must be monitored as a basis of establishing their apt execution by the state and/or governing body (Linge & Sikalieh, 2019).
Government Policies	The rules and procedures that government formulates to regulate and plan political activities and intentions relating to the governing of the country (Karungani & Ochiri, 2017).
Idealized Influence	Indicates the degree to which followers perceive their leaders as appealing to their dreams and hopes, maintaining peace and respect, role modelling, and trust (Ahmad et al., 2014).
Individualized Consideration	Indicates the extent to which leaders are concerned on the well-being of their followers, exhibit interests for the subordinates' wellbeing, individual project assigning and considering the welfare of the group members who seem negated from the larger group (Malik et al., 2017).
Inspirational Motivation	Represents the degree to which leaders can enhance the desire of others to feel that they are central to the tasks besides applying suitable images or emblems to increase concentration on tasks at hand and providing a vision to the followers (Jiang et al., 2018).
Intellectual Stimulation	Indicates the extent to which those in leadership positively persuade their subordinates to exercise creativity by considering old challenges in different ways and creating a setting that is accommodative of apparently extreme viewpoints,

	and guide individuals to question their own ideals and organizational principles (Agyemang et al., 2017).
Leadership	Refers to the capability of an individual(s) to encourage, persuade and motivate members of a group to collectively act towards achievement of the set milestones or goals (Koo-hang et al., 2017).
Organizational Performance	Indicates the extent to which an organization can realize the set objectives, goals, outcomes, and mission by leveraging routine rededication, sound management and strong governance as measured by number of accomplished projects/programs, number of sustainable interventions, performance process efficiency and service delivery (Raluca-Elena, 2015).
Transformational Leadership	Refers to a leadership model in which the leader works with followers to establish the ideal change required, designing a vision that works as a roadmap or blueprint to the organization through motivation and inspiration, and finally implement change with the committed followers (Mortazavi & Partovi, 2014).

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction to the Study

This study sought to explore the efficacy of transformational leadership (TL) and performance of Mandera County government in Kenya. This chapter covers the introduction, statement of the problem, research objectives and research questions, significance of the study, scope, limitations, and delimitation. The chapter provides the foundation of the study through theoretical construction to the background of the study. The statement of the problem provides an insight into the state of transformational leadership. The study objectives provide a roadmap to answering the research questions. The rationale of the study justifies the contributions and importance of the study by detailing theoretical and practical approaches.

Background to the Study

Leadership plays a central role in the success and failure of organizations. Finding the right mix of leadership for performance and prosperity has been a longstanding unresolved subject among leadership theorists and practitioners and today, in the fast changing and growing world, public sector leadership becomes more important and urgent. In the recent past, there has been a paradigm shift in area of leadership, where power is no longer a key element to effective leadership, but vision, inspiration, commitment, individual consideration, communication, compassion, and collaboration are the cornerstones of effective leadership (Bastari, et al., 2020; Wasim & Iman, 2010). While leadership is as old as humanity and the paradoxes of leadership are as diverse as its definitions, the success of a society economically, socially, and politically depends on effective and efficient guidance provided by leaders (Anderson, 2017). Northouse (2018) defined leadership the ability of an individual to positively influence others to realize a given goal and show empathy constitutes leadership.

Tipape and Kepha (2016) note that over the past three decades, TL has become one of the most important constructs of organizational behaviour.

The current literature is replete with information on the interplay between TL and performance of private and public organizations, where there seem to be consensus among scholars that leaders with a transformational approach are *sine qua non* for efficient and effective organizations (Ghasabeh & Provitera, 2017; Megheirkouni, 2017). This suggests that institutions that apply a transformative approach to their day-to-day operations can achieve the projected results since the goal of any corporation/company is to produce goods and/or services in a very efficient and effective way. Despite the indispensable role played by transformative leaders, little research has been conducted within the realm of devolution. It appears that much of the existing research seems to focus on the management of private sector organizations. In contrast, studies that have been carried out in the public sector seem to concentrate on state agencies and/or parastatals, thus negating the critical component of sub-national governance (Murage, 2017; Ndirangu, 2018).

Schellenberger (2019) underscores that as organizations transform during organizational change, transformative leaders play an indispensable role that enables organizations to manage change in the most resourceful and sustainable way. What happens in the absence of transformational leadership? This study argues that enterprises deprived of leaders with transformational lens take advantage of coercive powers, which entails giving commands and exchanging rewards for services rendered. Towards this end, questions may arise on the implications of TL to the present study given that existing studies have provided subtle viewpoints on TL and its role in organizational performance. This study was designed to offer insights on the essentials of TL since leaders who take advantage of a transformative styles and approaches can persuade their employees/followers and subordinates into understanding the importance of their roles and organizational mission, vision, and goals. Through persuasion,

transformative leaders positively influence their followers to understand the significance of their roles to the extent of improving organizational performance (Mammassis & Kostopoulos, 2019). Studies have provided rationale for TL in organizations, where majority of the studies have pointed out that the approach entrenches an organizational learning culture, where all the staff of an organization are involved in all organizational processes (Onyishi *et al.*, 2020). Besides adding to the culture of organizational learning, Porcu (2017) suggests that transformational leadership enables companies and/or institutions to deepen synergies and collective accountability, which in turn translates into increased organizational citizenship behaviour.

There is notable evidence on the essentials of TL in enhancing organizational performance, particularly on employee satisfaction (Andersen *et al.*, 2018). For instance, Ahmad *et al.* (2017) suggests that transformational leaders possess characteristics that support effective implementation of change within organizations. These attributes of the leader include, but not limited to inspiring, motivating, supporting, empathetic, adaptability, charisma, and communication. Common attributes among leaders with TL approaches have been suggested by many leadership researchers. For example, Shen *et al.* (2017) states that the characteristics of leaders with a transformative agenda is that they place the interests of their followers and those of the organization above self-aggrandizement. Furthermore, Mullen (2017) suggests that transformational leaders naturally motivate their subordinates to exceed expectations; however, the application of the concept of TL has not been studied in the realm of Kenya's devolved units, given that decentralisation is a fairly new dispensation of administration in Kenya.

At the global level, several studies have been conducted on transformational leadership and how organizations benefit from leadership teams that embrace transformational leadership styles. Many studies have been conducted in Asia with specific reference to China

on the role of transformative leadership and how it increases employee motivation (Li, 2019; Si & Wei, 2012). Jyoti and Dev (2015) state that leaders with transformational leadership attributes create sustainable organizations since they inspire confidence in their followers leading to innovative and creative behaviours that enable organizations to be ahead in terms of managing change and performance. Thus, it can be argued that majority of the Asian enterprises continue to leverage TL to augment their innovation and performance capabilities. To support this finding, Choi *et al.* (2016) states that knowledge sharing, and innovative organizational behaviour are predicted by TL. This suggests that organizational support for employees is central to entrenching a culture that supports learning and innovative behaviour for employees.

There is growing literature at the global and regional level on how organizations have leveraged TL to enhance organizational performance. For instance, Arif and Akram (2018) argued that the 4Is continue to enable Pakistan organizations to increase their performance since leaders motivate and encourage their followers to be artistic and innovative with a view to solving organizational challenges through intellectual stimulation and inspirational motivation. Other studies have been undertaken in African countries on the indispensable role of the 4Is of TL in the modern-day management of organizations. Notwithstanding the expanding literature on leadership and how it improves African countries, there is paucity of literature in the public sector, precisely on devolution systems and how this has affected governance in the African continent. To evidence this assertion, majority of the existing research tend to concentrate on management of government entities, such as universities (Tsheola & Nembumba, 2015).

More recently, there is an increasing wave of scholarship on the essentials of TL behaviour in shaping organizational change through cultural change (Cruz & Keefer, 2015; Caillier, 2016). Even though there are incredible achievements registered by previous

research on the overall contribution of TL in enhancing employees and organizational performances, there is consensus that a great deal of research is required to examine the efficacy of TL in the devolved system in Kenya (Deinert *et al.*, 2015; Al Zefeiti, 2017). Further, although TL is one of the key enablers of performance related indicators (Dvir *et al.*, 2002), there is knowledge paucity on how it is associated with the performance of county governments. TL seems to be the missing link between devolution policies and performance of the counties and consequently, addressing the challenges of county governments through TL is critical for efficient, effective, and sustainable performance of county governments.

Zuraik and Kelly (2019) conducted a study in Europe on the interplay between TL and performance. This study seems to underscore the significance of TL in enhancing organizational growth through improved efficiency. Engelen *et al.* (2015) stated that firms improve their performance through entrepreneurial orientation (EO), where this relationship is moderated by TL. This seems to suggest that TL is sine qua non for organizations to augment their performance. Elsewhere, Afsar *et al.* (2017) state that the entrepreneurial behaviour of employees in European knowledge-intensive industries is predicted by transactional and transformational leadership styles, where TL was ranked to have more relative influence in comparison with transactional leadership style. Khalili (2016) and Megheirkouni (2017) contend that creation of innovative and creative-support organizational environment requires TL since leaders with a transformative attribute encourage their followers to be innovative through intellectual stimulation. This appears to cast performance doubts on firms that are deprived of TL since all problem-solving responsibilities are left to the top management teams. Consequently, addressing the performance of organizations/devolution systems through TL is crucial for success.

The present body of knowledge is replete with literature on how public and private enterprises in America have leveraged TL to enhance their performance. Even though these

studies were conducted in a different geographical location, they are relatable to the local context since the concept of TL has been in existence since 1970s to explain the centrality of transformational leaders in organizations (Burns, 1978). Majority of the studies that have been conducted in the United States indicate that TL makes it possible for organizations to improve managerial performance since leaders with TL characteristics embrace reward system and evidence-based managerial decision-making processes (Nguyen *et al.*, 2017). On the other hand, Abdullah, Shamsuddin, and Wahab (2015) state that TL is a key enabler of organizational commitment since transformational leaders cultivate an organizational culture that encourages organizational citizenship. This suggests that TL is anchored on organizational ownership where decisions are made based on consensus compared to coercion. Unfortunately, even after TL has helped organizations to achieve some level of reform or performance, the same is still lost.

There is a growing wave of scholarship on TL and how it enhances organizational and/or managerial performance in third world and developing countries. Despite the expanding scholarship around leadership and how it can turn around the fortunes of Africa, little research has been conducted in the public sector, specifically on devolution systems in the African continent and how this has affected performance outcomes. Evidence shows that existing research tends to concentrate on management of government entities, such as universities (Tsheola & Nembambula, 2015). In South Africa, Mawela, *et al.* (2017) dwelled on public sector planning for transformational government, while in Ghana Gyensare *et al* (2017) focused on TL linkage to turnover intentions within the public sector, where TL plays a critical role in determining turnover intention. In Egypt, ElKordy (2013) studied 4Is of TL on private and public sector where the four elements of TL were cited as key predictors of organizational performance besides employee commitment. While agreeing with the work of ElKordy and Hancott (2014) contends that the 4Is of TL enable top management teams to articulate

strong visions for their organizations since leaders with TL attributes prioritize professional development of the employees by demonstrating empathy and encouraging followers to take risks and be creative.

Regionally, many studies have been undertaken in Tanzania, Rwanda, Uganda, and Burundi on the essentials of astute leadership in organizations and how TL forms an indispensable fulcrum that enables organizations to meet the set goals and objectives. Mwita, and Tefurukwa (2018) state that leadership with a transformational approach is essential in retaining employees in Tanzanian commercial banks since judicious leaders motivate their employees to be artistic and innovative which in turn boosts organizational performance. Musinguzi *et al.* (2018) states that performance of healthcare systems in Uganda are contingent upon the leadership style, where TL was cited as a key predictor of performance compared to laissez-faire and transactional leadership styles. In addition, TL was substantiated as a key predictor of employee job satisfaction, motivation, and teamwork. Focusing on effects of TL on government ministries in Rwanda, Butera (2020) states that performance is augmented upon application of intellectual stimulation which arouses good relationships, participatory decision making, problem solving, critical thinking, imaginations, and innovation and creativity.

Ahmad *et al.* (2015) argues that institutionalizing a culture of TL is fundamental to organizational and managerial performance. This appears to suggest that TL is one of the key predictors of their performance and indeed organizational performance. Evidence shows that enterprises that adopt TL in their day-to-day operations can realize increased profits compared to competitors (Halawi & Haydar, 2018). In addition, researchers within the realm of employee development and organizational growth, such as Afroz (2018) and Hilbert (2016) suggest that firms that desire to steer their development and mission in the proper direction need to have employees/workforce that is exposed to constant intellectual stimulation for them to progress on routine basis. This seemed to suggest that progressive organizations

constantly motivate and guide their workforce as a basis of equipping them with apt skills to undertake their duties.

In Kenya, the leadership question has morphed into a topic of debate among opinion makers and scholars, where appropriate leadership has been consensually cited as a key panacea for development challenges in Kenya and indeed in Africa (Cheptile, 2014; Issack, 2018). As this debate continues, studies have been undertaken in Kenya to underline the need for TL for better organizational outcomes in terms of performance of employees and managers. For instance, Datche and Mukulu (2015) state that TL is essential in enhancing employee engagement in Kenya's civil service, while Datche (2015) underscored that Kenya's public sector performance can be enhanced by TL. Mbithi, *et al.* (2016) suggests that performance of universities in Kenya can be improved through TL, where the management behaviour of top managers predicts performance of employees who are central to forecasting performance of universities. This seems to suggest that existing rules and procedures, alone, are incapable of addressing the challenges ailing organizations. Consequently, managers with TL attributes could provide sound policies and visionary leadership which is central to organizational performance.

Scholarship in resource-limited areas/places, such as Kenya and how such countries can take full advantage of TL to improve their performance has been on the rise. For instance, there seems to be consensus among scholars that, African countries, such as Kenya require apposite leadership which is a key constituent of development (Kharusi & Ada 2018). The concept of development, leadership and democracy have been gaining attention among scholars, where there seems to be agreement that countries in the Sub-Saharan Africa, where Kenya is no exception, can progress democratically by leveraging TL for economic development (Andambi, 2017). To this end, this study portends that even though efforts have been made by many private and public organizations, little research has been undertaken to

establish the extent to which TL can enable organizations to address the present-day leadership challenges in counties in Kenya.

In the Kenyan context, the existing studies have not showed explicitly how transformative leadership has triggered positive county performance. Thus, the interest of this study was to delineate the efficacy of TL and performance of Mandera County Government since the present body of knowledge seems to offer a narrow scope on the dimensions of TL (4Is) of transformational leadership. This study is driven by the rationale that TL can enable counties in Kenya and in particular, Mandera County to meet the contemporary management and leadership challenges at the sub-national level. Further, to essentials of TL, this study argues that the thin line between development, performance and leadership can be toed through committing to observe the 4Is of TL. TL has been cited as one of the key enablers of economic prosperity and empowerment since leaders with TL attributes are fundamental in creating an ideal setting that encourages creativity, innovation, and prosperity (Al Harbi *et al.*, 2018; Ghasabeh *et al.*, 2015). To this end, this study underscores that performance challenges in the modern-day devolved systems can be solved by promoting and supporting the development of transformational leadership to enhances prudent leadership of enterprises.

TL refers to the practice and style of bringing the much-needed change to an organization by committing to focus on the stated mission and vision (Datche, 2015). TL is considered a form of leadership that transforms values into actions, visions into realities and builds a climate of remarkable successes and well suited to steer the ship in current times characterized by crisis, uncertainty, instability, and global turbulence (Megheirkouni, 2017). In an endeavor to have a comprehensive understanding of transformational leadership, several theories have been developed by researchers to elucidate the centrality of values in explaining leadership. For instance, The Stewardship Theory, The Trait Leadership Theory, The

Authentic Leadership Theory and The Contingency and Situational Leadership theories have been applied (Bedi *et al.*, 2016).

Available literature suggests that transformational leadership significantly relates to group learning behavior (Walumbwa *et al.*, 2017). TL theory has been suggested to explain transformational leadership since the 4Is of the theory are constantly used to describe the ideals and/or attributes of an effective leader (Banks *et al.*, 2016). The present literature has attempted to delineate what constitutes transformational leadership by employing the theory of servant leadership, which underline the need for leaders to identify the very nature of leadership. It is instructive to note that transforming organizations requires leadership from the top, where they (leaders) should first act as servants to their followers. Bass and Avolio (1990) state that leaders with transformational agenda focus on the needs of their followers, create, and build conducive environment for development and help managers become exceptional leaders.

It is argued that transformational leadership brings fundamental changes in the political, economic, or social institutions or community. (Wright, & Pandey, 2012; Kouzes & Posner, 2012). ACR (2019) state that TL requires that those in charge of their organizations ought to lead from the front. Burns (1978) further stated that effective leadership is exhibited through the satisfaction of human beings in addition to the accomplishment of intended goals. In agreeing with this, Perera (2018) demonstrates that transformational leadership can lead to improved efficiencies in organizations and the delivery of desired outcomes for the benefit of the organization. Northouse (2018) states that achievement of organizational common goals by a group of individuals characterizes appropriate leadership. Over the last three decades, TL has snowballed into one of the central theories of organizational behaviour. It is a leadership practice that translates values into actions, visions into realities and creates a climate of remarkable successes. It is argued that transformational leadership brings about fundamental

change in the political, economic, or social institutions of an institution or community (Wright & Pandey, 2012; Kouzes & Posner, 2012).

This study underscores that leadership can be enhanced through transformative leadership attributes and ethics since moral values define the extent to which societies are able to prosper. Guided by ethical approach in organizational leadership, several scholars have suggested the need for leaders in Africa to gravitate towards transformational approach compared to transactional leadership (Banks *et al.*, 2016; Hoch *et al.*, 2018). Agreeing with the existing body of literature, Antonakis and Day (2017) underscore the need for those in charge of public institutions to entrench a culture that supports transparency and accountability through institutionalizing accepted moral standards at the organizational level. There is resounding scholarly evidence that supports the need for ethical leadership as a basis of transforming the socio - economic and political fortunes for organizations. Ciulla *et al.* (2012) suggested that by civilizing the citizenry, leaders can tackle the ethical challenges they face.

Scholars have delved into leadership and how political and socio - economic development has stagnated owing to poor organizational leadership. Majority of the studies have shown how ineffective leadership has contributed to underdevelopment in the global South (Alexander & Kaboyakgosi, 2012; Mayanja, 2013). The concept of transformational leadership continues to be an argumentative subject among researchers. Yet, there is consensus among scholars that transformative leaders inspire their subordinates, signifying that they prioritize organizational goals over and above individual goals (Antonakis & Day, 2017; Datche, 2015; Shen *et al.* (2017). Despite the relevance of transformational leadership in the modern institutional management, limited research has been conducted in Mandera County on the various leadership styles and their affect performance. This research gap informed the basis of the study.

Most of the organizations in Kenya and indeed in Mandera County continue to face sharp criticism due to inadequate leadership capacities. Majority, if not all counties in Kenya have been facing many challenges, such as conflict, poverty, underdevelopment, corruption and insecurity owing to a wave of poor leadership that has precipitated underwhelming performance of governance systems (Oyugi, 2015). The predicament of Kenya and by extension Mandera County in terms of underdevelopment, poverty, insecurity, clan conflict and corruption can be adduced to the problem of leadership.

Since Kenya's independence in 1963, democracy and leadership in political and governance arena has seen mixed results with developmental failures largely due to colonial legacies, poor leadership, corruption, and institutional failures (Hope, 2014). To ameliorate democratic and leadership challenges, Kenya took a great leap in promulgating a new constitution in August 2010, making a critical departure in the nation's political and constitutional dispensation with the adoption of a devolved system of government. This led to the creation of two tiers National and the 47 county governments (CoK, 2010). Devolution has become a global governance model, gaining prominence and momentum since the 1990s. The global trend towards devolution is driven by pressure for more local democratic control, the need to address disparities, ensure greater efficiency in public service delivery and accountability, advances in information, communication and technology, globalization of economies and population growth, citizen push for more inclusive and equitable democracy (Giddens, 2018).

Rodriguez-Pose and Gill (2013) suggests that the global arena has successfully experimented devolution, where federalism has been most successful in United States of America, India, and a few African countries. This demonstrates a shift from a world mostly dominated by strong national governments, to strong regional state governments. Administrative and fiscal decentralization in the People's Republic of China was adopted while adhering to a policy of political centralisation. Decentralization provided considerable power to regional and local

governments and encouraged socio-economic development. Moreover, through this form of decentralisation, China has witnessed rapid economic growth and its transformation from an insular economy to an open one with the local governments playing an instrumental role in this journey (Wong, 2010; Zhou, 2010).

In Africa, there is unprecedented interest in decentralised systems of governance with several countries entrenching systems of local government in their constitution (WB, 2011). Few countries have stood out in Africa such as Comoros, Eritrea, Ethiopia, Nigeria, and South Africa. The push factor and the growing interest in decentralisation is the urgency to reduce poverty and bring about development (Boone, 2012; Makara, 2018). For instance, evidence contained in Dijk *et al.* (2011) and Agegnehu and Dibu (2017) indicates that transfer of power to quasi autonomous units in Ethiopia took place in 1991, while Ethiopia promulgated a new constitution in 1995. Decentralization led to formation of a central government with 9 regional governments at the periphery. The reasons for transfer of part of the political power and resources were to enhance delivery of services to the citizenry, integration of minor ethnic communities to the development agenda, democratization and increase public administration.

Devolved power and TL play a central role on socio-economic and political transformation. Although the relationship between devolution and leadership has attracted research attention, several scholars have reported mixed results. Focusing on the effects of TL on governance in Kajiado County Government, Samson and Ombui (2016) conclude that TL had a significant negative relationship on governance in Kajiado. Most studies carried out on devolution focused mainly on the impact of devolution on development, the effects of conflict on development and devolution as a mean of promoting public participation and inclusion in political dispensation. Studies also considered effect of devolution on financial management, on service delivery and management of land (Khobe, 2012; Cheptile, 2014; Boone, et al., 2016).

During the last fifty-seven years, Kenya has witnessed a significant change in its political and democratic system, from a highly centralized autocracy to a decentralized democracy. Before the historic referendum of August 2010, Kenya's political landscape was marked by a single party system, a strong presidency and centralized power in Nairobi, with the executive branch and national assembly having autonomy over all resources in the country, post elections violence and ethnic tensions during every election. The imperial and authoritarian presidency had contributed largely to Kenya's political and development problems. Ostensibly, the national government under a patrimonial state did not consider the needs of minorities and marginalized groups because in most cases, they lacked active representation and did not bring the voting basket to the table. This had left certain regions marginalized and smaller ethnic groups left out from the leadership, political and development discourse (Hope, 2014; Opondo, 2014).

Kenya first adopted devolved governance in the *Majimbo* Constitution after independence in 1963. According to Maxon (2016), the *Majimbo* Constitution adopted by Kenya provided a framework that created regional assemblies and a bicameral legislature which consisted of the House of Representatives and the Senate, where the Senate was the Upper House while the former was the Lower House. KADU negotiated for the constitutional provisions to secure the rights and aspirations of the minority groups since KANU was perceived as a conglomeration of the major tribes in Kenya. However, a year later (1964), KADU was merged with KANU to reflect the position of unitary government that was proposed in the Lancaster House constitutional talks in London. Cannon and Ali (2018) states that during the 1960s and 1970s, the Kenyan government argued that it had the capacity to offer superior services, which led to various constitutional changes that created imperial presidency.

In the 1980s, delivery of government policies had deteriorated to the extent that this raised questions on the effectiveness of a government structure where functions were

centralized. This led to various decentralization measures, such as the creation and implementation of DFRD that acted as budgeting and planning framework. In 1991, Kenya marked the return of multiparty democracy where the multiparty political system was introduced owing to pressure from the civil society and politicians allied to the opposition who mounted pressure on the government to introduce political pluralism. The 2007-2008 post-election violence necessitated a new conversation which opened a window for a new constitution.

In 2010, Kenya created a new constitution that ushered in a devolution system that created 47 devolved units. The 2010 Constitution of Kenya was officially enacted into law on 27th August 2010 marking a defining moment in the country's history as it altered the balance of power by introducing two tiers; the National government and 47 elected county governments (Hope, 2014; CoK, 2010). The constitution significantly restructured the state by “steering in a set of reforms across the legislative, executive, and judicial branches of the state, and forming and establishing counties as the most significant and powerful level of devolved government in the country” (UNDP, 2015).

According to Ongwae (2016), devolution came into effect in March 2013 where powers of self-governance and economic resources were devolved to forty-seven counties. There are various systems of decentralization, which include delegation, de-concentration, and devolution. Williamson and Mulaki (2015) state that decentralization in Kenya is interpreted as sharing of fiscal, administrative, and political duties between the devolved units and the national government. Several scholars have provided their perspectives about devolution, where there seem to be consensus that devolution encompass “the full transfer of responsibility, decision-making, resources, revenue generation and political powers to the lower-level authority; thereby, bringing services and development closer to its citizens” (Bosire *et al.*, 2015; Rodriguez & Gill, 2013). To provide a more nuanced definition of devolution, Khaunya and Wawire (2015) define devolution as a “political arrangement where political, administrative

and fiscal power is distributed to semi-autonomous territorial and sub-national units”. Bur-bidge (2017) contends that the devolution dream was to address Kenya’s long-standing chal-lenges regarding development, equitable access to resources, inequalities within and between ethnic groups, the question of exclusion and inclusion, and delivery of basic services to the people through creation of a more responsive, accountable, and efficient governance model.

The devolution framework was expected to address the key bottlenecks to the coun-try’s democratic and political challenges (CoK, 2010). Kanyinga (2016) states that decentrali-zation in Kenya can de-ethicize the state and create an egalitarian society. On the other hand, Hope (2014) supports the above observation based on the previous local government struc-ture and the devolved systems and concludes that regional and county development and gov-ernance challenges could be addressed through devolved systems. Ochieng (2012) adds that devolution brought open leadership and enhanced the existing accountability mechanisms in the exercise of constitutional powers. Ghai and Cottrell (2014) argue that adoption of devolu-tion was to resolve historical injustices which had led to widespread and runaway corruption, underdevelopment, inequalities, and instability that culminated to a series of violence during elections. To effectively implement devolved system of governance requires provision of ef-fective leadership; the tools and principles to strengthen the supporting institutions that will enable the country to optimize gains from devolution.

The introduction of devolved systems in regions previously marked by communal conflict, chronic insecurity, marginalization, and poverty led to a new hope and lease of live. Mandera County has experienced inter clan conflicts particularly before, during and after elections since independence and a predominant driver of conflict is access to resources. In such poor and ethnically fragmented societies, devolution and transformational leadership has been thought to be instrumental in diffusing community tension, embracing diversity, im-proving accountability, and encouraging community participation in political and socio-

economic matters, reducing inequality, poor governance, corruption, and instability (Tsofa *et al.*, 2017).

The 2010 Constitution of Kenya envisioned the 47 counties whose boundaries and size are based on the 47 legally recognised Districts of Kenya as the units of devolved government. The County of Mandera is one of 47 devolved units created by Kenya's 2010 Constitution. The county is domiciled in Kenya's North-Eastern region and borders Somalia to the East, Wajir County to the south and Ethiopia to the north (see Appendix iv). The County has a population of 867,457 people, mostly of Somali ethnic group - consisting of the majority Garre clan, followed by the Degodia, Murulle, and Corner tribes in that order and cover an area of 25,991 km and lies over 1,000 km from Nairobi by road (CoK, 2010; NPC, 2019). The county is divided into 6 sub-counties that include Mandera East, Mandera North, Banisa, Lafey, Mandera South and Mandera West with thirty administrative wards (IEBC, 2010).

Mandera has lagged behind the rest of Kenya in the last fifty years due to insecurity, poverty, neglect and marginalization. At the onset of devolution, the absolute poverty level in Mandera stood at 89.1% compared to the national average of 46%, making the county's residents among the poorest in the country with close to 100% of the population in rural areas living below the poverty line (KIPPRA, 2013). According to the 2020 Comprehensive Poverty Report Mandera remains one of the poorest counties in the Country (KNBS, 2020). The county has the poorest access to services and is routinely ranks at the bottom of regional development rankings. Poverty rates in the north range from 49% in Garissa to 89% in Mandera (KIPPRA, 2013; Vidya & Andrew, 2018). The vulnerability, fragility, location of the county makes this study relevant.

Mandera County has experienced tremendous growth in its revenue allocation since the onset of devolution in 2013. Before devolution and in 2012/2013, Mandera was allocated

less than Ksh500 million annually. In contrast, the county was allocated Ksh 9 billion in 2015/2016 financial year (CRA, 2016). By 2017/18, that figure had increased to about Ksh10 billion (CRA, 2018). Unfortunately, this tremendous growth in its revenue allocation has not changed the lives of people. The county continues to face a host of challenges such as weak service delivery, pilferage, unsuitable resource allocation, ineffective systems of revenue collection among other obstacles that affect the county's performance.

Although the population of the county is ethnically and religiously homogenous, disagreements and conflict between the various clans has often led to perennial violence, aggravated by new trigger factors, such as devolved governance and poor leadership, which precipitates competition between clans for political influence and disputes over land (Njagi, 2016). Such poor governance and leadership factors have led to poor services delivery to the citizenry, particularly those from minority backgrounds (Sava, 2018). Mandera County faces many security challenges, which stem from proliferation of small arms through the porous border with Somalia and Ethiopia, radicalization, terrorism, extremism, poverty, and unemployment, among others (UNDP, 2018). Further, the county is prone to periodic hazards of drought and floods which have exposed communities to economic hardships and disrupting markets resulting in high poverty levels; thus, negatively affecting socio-economic activities, education, health, and business activities (KIRA, 2013).

Statement of the problem

Mandera County ought to have witnessed significant socio-economic transformation since 2013. Despite the political and economic capital accrued from devolution, the county has struggled to achieve its devolutionary and development objectives (Cannon & Ali, 2018). Mandera County's leadership has been repeatedly accused of misplaced priorities that have drained the county's resources due to recurrent expenditure (Office of the Auditor General, 2014). This is partly because of narrow self, political and ethnic interests pursued by the local

leaders. The county is further plagued with allegations of corruption, fraudulent activities, payroll manipulation and procurement irregularities, that hinder the County's progress from achieving devolution dreams (Khaunya *et al.*, 2015).

In the 2017/2018 audit report, Mandera County financial management was queried. The county was allocated a total of Ksh.6.4 billion in audited financial year but managed to spend Ksh. 5.3 billion leading to under expenditure of Ksh. 1.1 billion. Further, the county was not able to attain its revenue collection targets and was rated among those counties that generated the least amounts of revenue, vis-à-vis the revenue targets in the 2017/18 financial year where the county had planned to collect Ksh.141 million from own sources of revenue. However, the county reported a collection of Ksh.61 million demonstrating a huge under performance (Audit Report, 2017/2018). Public functions are provided to populations that are more informed and demanding more accountability. This demonstrates the lack of capacity and skills to implement plans and delivery of services and ineffective leadership to utilize available resources and ensure accountability (Ngigi & Busolo, 2019; Khaunya *et al.*, 2015). This negatively impacts on the overall performance of the county.

Various irregularities were reported with Mandera County Public Service Board in the Ethics and Anti-Corruption Commission report 2014/2015. Some of these irregularities include irregular appointments, unfair recruitment practices, corruption and other forms of nepotism and favouritisms. Since the promulgation of 2010 Constitution, the public sector has faced challenges which have derailed the county's push towards attaining effectiveness and quality service delivery (Nyamunga, 2016). The county's success depends on effective employees and leadership. The workforce in the county came from other sectors of the economy owing to perceived attractive compensation and better terms of engagement (Chebet, 2015). There was expectation that the quality of services and performance of the county would improve. However, this was not the case as lack of a well-planned and executed human capital

management and lack of qualified personnel, as most qualified personnel opted to work in other parts of the country where there are conducive working conditions and security. This had led to ineffective operation and dismal performance by various county governments in Kenya (Nyamunga, 2016; Yussuf, 2016).

These challenges affected critical services offered to the population thereby causing much suffering and derailed county's overall performance, and failure to put in some interventions may impact the achievement of the devolution dreams (Yussuf, 2016; Aburo, 2016). To improve institutional performance, transformational leadership practices and approaches have become more important. There have been efforts by county governments in Kenya to increase efficiency and effectiveness of service delivery through service charters and adhering to rules and procedures that govern the management of devolution systems (Kalolaa, & Kavale, 2017; Kuria, & Nzuve, 2015). Moreover, this study underlines that Mandera County continues to design and implement citizen-centred policies aimed at upscaling service delivery effectiveness. This study further asserts that a number of public-sector institutions in Mandera County have formulated solution-focused, people-centred, service-oriented, and purpose-driven strategies in service delivery (Mutungi, 2020). However, the county and these organizations still face a plethora of snags in an endeavor to embed an organizational change culture that focuses on not just processes, but also results. Unfortunately, even after the government policies through fiscal, legal, and statutory frameworks have documented how county governments should operate for posterity, the same is still lost (Njambi, 2014; Nyabuti *et al.*, 2017). This appears to suggest that government policies, alone, are incapable of curing poor performance in the counties.

There is growing literature at the global and regional level on how organizations have leveraged TL to enhance organizational performance. Even though there are incredible achievements registered by previous research on the overall contribution of TL in enhancing

employees and organizational performances, there is consensus that a great deal of research is required to examine the efficacy of TL in the devolved system in Kenya (Deinert *et al.*, 2015; Al Zefeiti, 2017). Further, although TL is one of the key enablers of performance related indicators (Dvir *et al.*, 2002), there is knowledge paucity on how it is associated with the performance of county governments. TL seems to be the missing link between devolution policies and performance of the counties and consequently, addressing the challenges of county governments through TL is critical for efficient, effective, and sustainable performance of county governments.

This implies that TL and performance of county governments has been negated from the mainstream leadership and governance research given that devolution is a fairly new governance framework in Kenya and indeed in Africa. The present literature has analysed leadership styles with little regard on how government policies moderate how the 4Is of TL are linked with organizational performance. Even though previous studies have provided critical insights on the importance of TL in organizational performance, the studies reveal contextual and empirical gaps and the fact that few studies have focused on the effect of TL on performance of devolved governments in Kenya. Thus, this study was interested to establish how the 4Is of TL can ameliorate the current state of performance in the county of Mandera.

The present study was unique compared to the existing studies given that it applied the most accepted MLQ adopted from Bass and Avolio (1995) which is applied to measure the TL in private and public sector and how TL is moderated by government policies to fill the existing knowledge gap. It is instructive to note that there is no known study that has been undertaken in Kenya and specifically in Mandera County which has used MLQ to construct a transformational leadership scale to measure the extent to which transformational leadership has been entrenched, particularly in the public sector management. This study was designed to establish the extent to which TL has enabled public institutions and entities, such as

devolved units to augment their performance in the era of new public management. Therefore, assessing the efficacy of transformational leadership and performance of Mandera county government in Kenya in its own importance, and by its nature, has practical, theoretical and policy implications that are at the top hierarchy of evidence.

Objectives of the study

The general objective of the study was to determine the efficacy of the dimensions of transformational leadership on performance of Mandera County government in Kenya. The study was guided by the following specific objectives:

- i. To investigate the role of individualized considerations on performance of Mandera county government in Kenya.
- ii. To determine the influence of inspirational motivation on performance of Mandera county government in Kenya
- iii. To establish the effects of idealized influence on performance of Mandera county government in Kenya.
- iv. To assess the role of intellectual stimulation on performance of Mandera county government in Kenya.
- v. To assess the moderating role of national government policies on the relationship between transformational leadership and performance of Mandera County government in Kenya.

Research Hypothesis

H₀1: Individualized consideration has no significant effect on the performance of Mandera county government in Kenya

H₀2: Inspirational motivation has no significant effect on the performance of Mandera county government in Kenya.

H₀3: Idealized influence has no significant effect on the performance of Mandera county government in Kenya.

H₀4: Intellectual stimulation has no significant effect on the performance of Mandera county government in Kenya

H₀5: National government policies have no significant moderating effect on the relationship between transformational leadership and performance of Mandera county government in Kenya

Assumptions of the Study

The study undertook that there have been concerted efforts by public organizations in Mandera County to entrench a culture of transformational leadership (Mutungi, 2020). This study underscored that a number of public-sector institutions in Mandera County have formulated solution-focused, people-centred, service-oriented, and purpose-driven strategies in service delivery. However, these organizations still face numerous constraints in an endeavor to embed an organizational change culture that focuses on not just processes, but also results. It was anticipated that respondents would offer consistent data to increase the validity of the findings and eventual generalizations. The use of the MLQ was assumed to provide adequate statements for the predictor variables, which boosted construct and content validity of the questionnaire as recommended by Bass and Avolio (1995). Some of the studies that have adopted and validated the MLQ include Baek *et al.* (2018), Moreno-Casado *et al.* (2021), Samanta and Lamprakis (2018), among others.

Justification of the Study

The rationale for the current research was pegged on the existing knowledge lacuna since many documented research seemed to focus on the overall concept of leadership and how it influences delivery of services within the realm of the public sector. This implies that studies on transformational leadership and performance of county governments have not been well researched in mainstream leadership and governance literature given that devolution is a fairly new governance framework in Kenya and indeed in Africa. Majority of the present body of literature has analysed leadership styles without regard to the 4Is of transformational

leadership and without any moderating and/or intervening variables. The proliferation of studies on leadership underscores the need and the indispensable role of leadership in the modern-day enterprise management. This study goes beyond the individual analysis of leadership styles and how it influences performance of Mandera county government by delineating the influence of 4Is of transformational leadership in enhancing organizational performance.

Furthermore, there is resounding scholarly evidence on the interplay between organizational leaders with a transformational style and performance, where it is evident that TL is central to shaping the culture of organizations. More recently, there has been an increasing wave of scholarship on the essentials of TL behavior in influencing organizational change through cultural change (Afsar et al., 2017). Given this indispensable motive of leaders with transformative agenda prioritizing change, investigating the cause-effect of transformational leadership has attracted scholarly attention, thus becoming a critical area of research.

The case study of Mandera County was justified on the basis that the county is unique in terms of the challenges that it faces. For instance, the insecurity in the Northern Eastern region presents an ideal case scenario that transformational leadership can be applied to cure some of the challenges faced. In addition, the institutional context in Mandera County, such as the culture of the people, rules and procedures of the county government offer unique characteristics that are worthy the stakes of this study. For instance, the clan infights, ethnic conflict, Al-Shabaab menace and the proliferation of contraband goods as a result of porous Ethiopia and Somalia borders offers distinctive attributes that are only idiosyncratic to Mandera County. Notably, there was no study, at the point of commencing this research had applied the 4Is of transformational leadership to establish their influence on performance of the county.

Significance of the Study

This study contributes to knowledge on how TL is linked with the performance of devolved government in Kenya, motivated by its relevance and potential to transform communities and nations. The study is beneficial to the following:

Members of the Public

The people of Mandera County were optimistic and aspired for devolution. However, since its inception in 2013, the lives of people have not changed, and public service delivery has been plagued with corruption and poor leadership. Therefore, understanding the significance of the 4Is of transformational leadership would go a long way in addressing the challenges bedevilling public service delivery. The results of the study could offer compelling lessons on the 4Is of transformational leadership practice and how citizens can choose leaders who are visionary and transformative.

County Governments

The primary outcomes of devolution are improved service delivery, better governance, poverty reduction, accountability, and increased stability and that the county leadership has an essential duty to deliver the promises of devolution. Understandably, devolution in Kenya is a work in progress and Mandera County has had its fair share of struggles. The findings of this study provide the county governments with useful information on the role of various dimensions of TL in enhancing their performance. The findings may help leaders to improve domains of performance management, which is key to enhancing the quality of services to the people. Further, the findings are useful in developing leadership strategies and building leadership capacities and could also act as a reference material for establishing clear roles for the county leadership.

National Government

Research is the engine of progress and development for individuals and society in general. The national government disburses a share of the national cake to counties, suggesting that it has a responsibility to oversight on the effective use of resources through the senate. Therefore, the performance of county governments is crucial to the national government development agenda. Towards this end, this study generates insights that the national government can leverage to augment the performance of the county governments by using transformational leadership practices.

Donors

This study was designed to contribute to knowledge development, offer meaningful theoretical constructs and inform action in the leadership field of study and use research finding to solve community problems. Donors are more interested in funding projects, organizations, and government where the leadership is accountable and there is sound stewardship of resources. Since the onset of devolution, several projects in Mandera County were funded by donors such as The World Bank, Danida and other development partners. The results of the study are of interest and beneficial to these and other donors who would like to continue funding counties with transformative leadership and in which governance systems are strong, and funding can be used in solving community problems.

Policy Makers

The outcomes of the study may offer strategic insights to the policy makers since they will offer a framework on which decentralization systems can be appraised through leadership lenses including the role of 4Is of TL on performance of devolved governments. This can be used to design policies on the use of TL in augmenting the performance of the county.

The empirical outcomes of the study could add to the practice of leadership by upscaling the knowledge and understanding of leaders and managers who bear the responsibility to offer leadership to others. The findings could be useful to the National Assembly, Senate and County Assemblies in formulating and implementing relevant policies to enhance service delivery at the county level.

Academicians and Scholars

Research is the engine of progress and development for the individual and society in general. The concept of devolution and transformational leadership in Kenya is little explored. The findings from this study offer opportunity for researchers, students, and scholars to view this construct from a different perspective. This study contributes to the body of knowledge, conceptually and empirically, on the centrality of TL on the performance of the county governments. Besides contributing to knowledge, the study offers important entry points for future research on the interplay between TL or leadership at the aggregate level and performance of county governments in Kenya.

Scope of the Study

This study was limited to measuring the efficacy of TL on the performance of Mandera County government in Kenya. The study's geographical scope is Mandera County, where efficacy of TL was examined by analysing the four dimensions: inspirational motivation, individualized consideration, intellectual stimulation, and intellectual stimulation. Further, the study was limited to the employees of Mandera County government: The Governor, The Deputy Governor, Members of the County Assembly, County Executive Committees, Chief Officers, Directors, Deputy Directors, and selected members of the public, such as opinion leaders, chiefs, teachers and clergy who were purposively selected based on the inclusion and exclusion criteria. The study concentrated on devolution in Kenya, particularly on the performance of the county government of

Mandera, suggesting that the performance of national government functions at the county was not part of the study.

Limitations and Delimitation of the Study

Available Literature

The research was limited to Mandera County. There were documentation challenges on the efficacy of TL and the performance of Mandera County government since there is dearth of information concerning how counties have been leveraging transformational leadership style to offer public goods in efficient and effective ways. Further to the scarcity of literature on leadership with a transformational bias, the study faced the challenge of documenting the existing information on TL since leadership seems to be concentrated at the aggregate level.

Access to Information

Information access policies in Mandera County limited the extent of the information provided by respondents. Further, the methodological approach in the study was limited since the use of questionnaires only did not facilitate observation and rapport with the respondents. Moreover, the study depended on having access to senior and middle level county personnel, for unfamiliar reasons, access was denied or otherwise limited in some instances. Respondents comprised of the employees, leadership, and managers in the county and therefore there was a possibility that the researcher did not access some of them due to the unpredictability of their diaries. Efforts were however made to follow up with the respondents to get responses. The study limitations highlighted in this study were delimited by targeting respondents working at relatively senior and middle level positions in Mandera County since this expedited the data collection process by focusing on respondents with the appropriate characteristics for participation in the research. The NACOSTI permit and the university's letter of

clearance for data collection reassured the respondents that data was for academic purposes only.

Selection of Variables

There are many leadership styles as there are their domains. The present study focused on TL and how it is intertwined with organizational performance, particularly the devolved units in Kenya. Furthermore, the study concentrated on the county government of Mandera, suggesting that other quasi-administration entities in Mandera County were negated from the study. Notably, the study was delimited to only four variables of TL (4Is), denoting that, other variables and/or factors of leadership styles were annulled. This was informed by the need to delimit the study within researchable parameters.

Methodological Limitations

The study only focused on the County Government of Mandera), signifying that data were not collected from a large population to enhance generalizations. The quantitative approach used in the study limited the use of new information that is particularly available when using qualitative or mixed methods approach.

Chapter summary

This chapter has laid the contextual, conceptual, and theoretical trends of TL in the public sector with specific emphasis on the efficacy of TL on the performance of Mandera County Government of Kenya. The chapter introduced the background to the study, problem statement conceptualization and formulation of research objectives and research questions from the general/main objective of the study. Furthermore, the chapter details the assumptions of the study that are central to guiding and setting premises of the study in addition to justification, significance, scope, limitation, and delimitations of the study. Chapter two covers the review of theoretical and empirical literature, where theoretical literature encompasses review of theories that are applicable to transformational leadership and how the

existing theoretical constructs underline the current study. Review of empirical literature entails review of existing studies that have been conducted on TL and how they apply to organizational performance.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter details the review of theoretical and empirical literature on the interplay between efficacy of TL and performance of Mandera County Government. First, the study reviewed theories that are applicable to the objective of the study. The goal of theoretical review was to underline theoretical constructs/variables that explain transformational leadership and how it relates to performance of organizations. On the other hand, empirical literature review detailed critical assessment of existing body of knowledge on TL and how it relates to performance of county government. The goal of critical literature review was to establish points of divergence and convergence of the information that was acquired from various sources. Points of divergence informed knowledge gaps that was central to underpinning the relevance of the study. This demonstrates that gaps in the present body of literature at the global, regional and local context provided a springboard and basis for this study.

Theoretical Review

The study reviewed and adopted theories that were relevant to TL and county governments in order to understand the theoretical background of the problem or phenomenon under investigation. Osanloo and Grant (2016) suggest that theoretical frameworks are very essential in doctoral dissertations since they enable researchers to draw blueprints that guide choice of topic, variables/objectives of the study, research questions and the design to be followed in data collection and analysis. Several scholars have underscored the need for researchers to apply theoretical frameworks with a view to explaining concepts and their definitions so that their relevance is scripted and/or embedded to their studies (Adom, Hussein, & Adu-Agyem, 2018; Ngulube & Mathipa, 2015).

To this end, this study adopted various leadership and public service delivery theories since the selected theories espouse constructs that define what is morally accepted and what is not acceptable. Leadership is an essential component of organizational success, signifying that various construct will be applied to underline the philosophy and epistemology of leadership and governance using analytical and methodological approaches that are acceptable within the realm of knowledge construction (Muijs, 2011; Wellin, 2013). To answer research questions, this study adopted the TL theory as the lead theory, together with the Good Governance Theory, Behavioral Leadership Theory, Authentic Leadership Theory, and Contingency and Situational Leadership Theory as complimentary theories.

The study applied leadership theories to describe the reasons why specific individuals become leaders and which characteristics are essential in defining leadership attributes. Moreover, leadership theories delineate characteristics of leaders and attempt to define the code of conduct or attributes that individuals should adopt with a view to improving influence on their followers and by extension augmenting their leadership capabilities. Northouse (2013) among other scholars who have delved into leadership argue that leadership theories are demarcated in terms of trait theories, contemporary theories, behavioral theories, and contingency theories. To provide a more nuanced demarcation of the theories, trait theories are described as those that offer clear description of what constitutes leadership and non-leadership characteristics. On the other hand, behavioral theories define explicit behaviors that distinguish non-leaders from leaders, whereas, contemporary theories of leadership encompass TL, transactional leadership, servant leadership, and authentic leadership theories (Nawaz & Khan, 2016). Contingency theories have been defined as those theories that assume that the ideal leadership style is determined by the prevailing situations (Vidal, Campdesuner, Rodríguez, & Vivar, 2017).

Transformational Leadership Theory

TL theory was developed by Burns (1978) to explain the importance of transformational leaders in organizations. Through time, TL theory has undergone reviews and/or development, where scholars, such as Bass (1985) have provided more accentuated descriptions of the 4Is of TL: inspirational motivation (IM), intellectual stimulation (IS), individualized consideration (IC), and charismatic/idealized influence (II). Bass (1978) stated that improvement of job satisfaction among the workforce can be enhanced through changes in the way organizations are managed. This appears to suggest that a transformational approach has the potential to alter organizational fortunes since involvement of all members of the organizations makes them feel part of the group, thus raising their morale and eventual satisfaction in their roles and responsibilities.

One of the key tenets of TL theory to organizational development is the increase of motivation and moral value of the followers to the extent that they (followers) are driven and stirred to bring positive contribution that augurs well with organizational progress (Mittal & Dhar, 2015). Burns (1978) as cited in Andersen (2018) emphasized that charismatic characteristics of leaders are essential attributes that transformational leaders can possess, where characteristics of charisma were described as creating significant changes in the life and fortunes of not only organizations, but also individuals that are part of the enterprise. This appears to suggest that TL makes it possible for organizations through their management teams to change the aspirations and expectations of their workforce through redesigning their values and perceptions.

Lately, TL theory has been contextualized in organizational performance by Baur and Erdogan (2016) who underpin the need for leaders to leverage charisma. This is the surest way of gaining the trust and respect of the stakeholders and followers that the individual leads. Further to charisma as a key enabler for achievement of organizational goals, sense of

mission and common vision have been proposed as an essential trait that transformational leaders should possess. In addition to common vision and mission, inspiration has been mooted as a possible characteristic that transformational leaders should possess so that higher organizational goals and expectations can be achieved in a simplistic and transformative manner. Rast, Hogg and Giessner (2016) added to the ideals of transformational leaders by suggesting that leaders should intellectually stimulate their followers so that problem solving can be enhanced through creativity and rationality. In addition to intellectual stimulation, individualized consideration has been cited as a key attribute of transformative leaders. This encourages individualized attention to every follower/employee, signifying that leader offer essential advice and coaching to them.

TL theory is applicable to this study since it underpins the need for management teams to offer strategic directions from the front. Leaders with TL attributes take full advantage of their management charisma to cultivate an organizational culture that encourages placing the interests of the organizations ahead of personal interests. Thus, this study underlines that, leaders at sub-national level/counties, can leverage the 4Is of TL to enhance performance of governance systems (Andersen, 2018). The TL theory was the anchor theory in this study and govern the independent variables since it provides a theoretical framework that details how the 4Is of TL can be leveraged to achieve an ideal social change through leadership transformation since this will enable countries to circumvent challenges of the modern-day world, such as underdevelopment. Several scholars have supported the tenets of TL theory, where they seem to agree that TL enhances the capability of organizations and indeed political leadership to emerge victorious during challenging times, such as during political crisis (Bennett, 2016). Vasilaki et al. (2016) offer a more robust description of how organizations/governments benefit from TL by noting that leaders with a transformational approach enable their followers to create apt solutions to challenges that are ambiguous in nature. This

suggests that TL is central to enabling group members/followers to unlearn routines and behaviors that hinder creativity and innovation.

Good Governance Theory

Good governance theory was proposed and developed by Vasudha and Stoker (2009). Good governance theory postulates that political, economic, and social priorities at the grass-root are based on the principles of participation, rule of law, broad consensus and inclusivity in the population and consideration of all voices in decision-making process. Good governance theory underlines the place of public participation as a precursor of resource allocation for development (Ekundayo, 2017) and delves into the perspectives of how public sector management has evolved over time to underline the centrality of public sector effectiveness (Niskanen, 2017). The theory is critical in explaining the governance context in Mandera County in Kenya and helps define the structures, policies, rules and procedures that are *sine qua non* for creating progressive governments all over the world as proposed in the World Bank and United Nations Development frameworks of good governance (Basu, 2019). Good governance practice is quoted by World Bank as cited in Omar and Inaba (2020) as a critical factor for developing countries, where Kenya and indeed Mandera County are no exception.

Thus, good governance theory is relevant to the management of the public sector since they underline the place of government policies and how it is connected to the construct of performance (Simpkins et al., 2021). For instance, leaders in public organizations should be pro-active in their day-to-day management roles (Rameshbabu, 2018). As a result, this will increase organizational citizenship behavior and build capacities for the rest of employees so that the entire organization is able to manage change by leveraging and deepening synergies with relevant partners. This theory governs the moderating and dependent variables.

Supporting the good governance theory is the stewardship theory expounded by Donaldson and Davis (1991). The theory has been applied within the realm of public management, where it borders on the need for leaders to prioritize realization of organizational goals (Madison, Holt, Kellermanns, & Ranft, 2016) by reinforcing the need for all group members to have a collective mindset and non-individualistic motivation in carrying out their duties with a view to attain the highest satisfaction levels. Several scholars have underlined the need for organizational leaders to exhibit managerial behaviour that motivates employees to work towards the vision and mission of the organization since achievement of goals set stimulates employees to feel part of the group, thus increased level of job satisfaction (Bernstein, Buse, & Bilimoria, 2016; Mills, Bradley, & Keast, 2019).

The stewardship theory portends that the responsibility of managing or taking care of an organization on behalf of others does not require bare minimum trade-offs or exchanges; rather, it requires conscientiousness and accountability of actions for the steward. What are the key tenets of stewardship theory? Many researchers (see, for example, Donaldson & Davis (1991), among others) have demonstrated that stewardship theory encompasses contractual relations that span for long periods that are based on reputation, trust, involvement and trust. This appears to suggest that relational reciprocity is the cornerstone of the stewardship theory since those overseeing management of organizations should conduct themselves in the best interests of the service seekers and owners, who in this case are citizens. In the context of new public administration, stewardship theory has been applied to illustrate how civil servants are the custodians/stewards of public offices and thus required to prioritize delivery of services to the people in the best interests of those seeking services (Crosby & Bryson, 2018).

The current demands of managing organizations are dynamic owing to the uncertainty of the future, meaning that leadership based on stewardship attributes can provide more strategic and thoughtful guidance to enhance organizational performance. In addition to offering

strategic direction for the organization, leadership centred on stewardship is sine qua non for entrenchment for an organizational culture that is based on accountability and trust. The question arises as to why organizational leadership should be based on stewardship? This study portends that, stewards are characterized by conscientiousness personality trait that encourage them to choose right over wrong.

Stewardship theories reinforce good governance and compliment the moderating and dependent variables. Even though applicability of stewardship theory is a novel concept in new public administration, it has been argued by several scholars that leaders should act as stewards who emblem the expectations of the citizens (Mills *et al.*, 2019). Importantly, the theory of stewardship lays emphasis on the need for public servants to manage change through strategic agility, policies, transparency, and accountability while serving as stewards to their fundamental new public administration values. The Stewardship theory has been given credence among public sector management scholars who have underlined the centrality of transparency and accountability for enhanced performance as defined by service delivery among others. Thus, the two theories offers insights into the construct of government policies and how they can be leveraged to augment effective performance and management of the public sector.

Behavioural Leadership Theory

Likert (1961) is credited with expousing The Behavioral Leadership Theory. The theory underscores the need for leaders to possess people-oriented and task-oriented attributes that are fundamental for organizations to achieve the set goals (Conger, 2015). According to this theory, the behaviour or the way leaders conduct themselves is a key predictor of suitable leadership compared to natural characteristic of the individual leader (Anderson & Sun, 2017). Much of the existing theoretical body has demonstrated how behaviors of leaders

predict the extent to which organizations are able to exploit their internal capabilities with a view to fulfilling their vision and mission.

The Behavioral Leadership Theory has been applied in organizational management since it offers a framework that assesses qualities that leaders should possess so that organizations are able to realize the intended goals (Lussier & Achua, 2015). Northouse (2018) among other scholars, have equated leadership to ambidexterity since leaders learn about roles and responsibilities and how to bring the best out of their followers. This appears to suggest that the Behavioral Theory of Leadership deviates from The Trait Theory of Leadership since the former proposes that leaders have innate capability to learn and adopt apt leadership behaviors. To support this assertion, Lanaj et al. (2016) suggested that leaders can be conditioned to learn leadership skills so that they are efficient in their management work. This seems to imply that leaders can be conditioned to respond to a specific stimulus, which easily translates to the demands of the job.

The Behavioral Theory of Leadership is relevant to and compliments the construct of intellectual motivation since it underscores that leadership qualities and/or behavior can be learnt. This implies that leaders are not necessarily born as leaders; rather, individuals can acquire or learn leadership qualities from interactions with their leaders. Moreover, the theory underscores the need for followers through their superiors to leverage learning, observation, and teaching since these approaches to acquiring leadership skills are central to enabling organizations to improve their performance. Northouse (2016) supports these assertions by emphasizing the need for leaders to practice and exhibit the right behaviour since this is fundamental for effective leadership. Without a doubt, higher organizational performance is dependent on effective leadership by top management teams. Thus, leaders in the public sector can take advantage of regular leadership trainings to offer better leadership in their public officers, thus augment performance of services and various projects and programs.

Contingency and Situational Leadership Theories

Fiedler (1967) is credited for expositing The Situational Contingency Theory in leadership. The theory was proposed by the author in a publication titled '*A theory of leadership effectiveness*' where the author underlined that some styles of leadership are more applicable compared to others in given circumstances. Several scholars have applied and/or advanced the theory by stating that The Situational Contingency Theory enables organizations to select suitable leaders with the ability to accomplish organization's vision and mission (Fiedler, 1981; Vidal et al., 2017). This appears to suggest that even though a leader may possess leadership skills, the said skills may not be applicable in the management of a particular sector. What is the implication of this evidence to the current study? This study portends that management of the public sector requires leaders with skills and competence that are centred on interacting with people since the ultimate goal of public sector administration is provision of public goods and services in an efficient and effective manner.

Much of the existing research on organizational leadership has demonstrated how astute leadership from the top provides a much-needed strategic framework that organizations leverage in provision of services (Cannatelli *et al.*, 2017). The Situational Contingency Theory offers a critical framework that demonstrates how organizations can take full advantage of appropriate leadership to steer their companies to the next levels of performance (Vidal *et al.*, 2017). Moreover, certain leaders are effective in given situations, which illustrates that apt leaders ought to possess skills that can enable them to adapt to the realities of the modern-day dynamic management circumstances (Otley, 2016). The concept of situational contingency in leadership has been used in organizational performance to underscore the need for leaders to adapt to the dynamic situations of the work place, such the taking up different roles and persuading subordinates (McAdam *et al.*, 2019; Ghofar & Islam, 2015). The Contingency Theory deviates from the Trait Leadership Theory by emphasizing that leadership traits are

not necessarily the key predictors of effective leadership in an organization; rather, certain situational factors are central to shaping effective leadership (Uslu, 2019).

The situational contingency theory relates to and compliments the construct of individualized consideration since it describes how the management of the public sector institutions, such as devolved units, requires leaders to be flexible in their management styles for best results. Borrowing from the tenets of new public administration, it can be argued that leaders in counties should be dynamic in their management styles since the devolved county governments are experiencing many challenges owing to novelty of devolution in Kenya. Over and above, The Situation Contingency Theory underscores the need for leaders to be flexible and respond to various organizational circumstances, such as change management, differently (Otley, 2016).

Authentic Leadership Theory

The Authentic Leadership Theory has heavily been applied in organizational leadership literature to demonstrate how companies can leverage experienced leadership to improve performance. The theory was expounded by George (2003) who emphasized the need for organizations to adopt leadership that creates lasting value to the organization. In other words, the author underscored the essentials of leveraging humanistic principles, such as honesty and/or trustworthiness to create a seamless leadership impact in their organizations. Within the context of organizational leadership, the theoretical constructs of authentic leadership have been used by several scholars to support the centrality of ethical, genuine, transparent, and positive leadership in enhancing organizational performance (Feng, 2016; Hoch *et al.*, 2018).

The tenets of Authentic Leadership Theory have drawn considerable attention from scholars, where there seem to be agreement among leadership researchers that the core doctrines of authentic leadership include moral perspective, positive psychological states, self-

regulation, and self-awareness (Leroy *et al.*, 2015; Avolio, Wernsing, & Gardner, 2018). The key elements of authentic leadership appear to suggest that leaders ought to be genuine, willing and ready to circumvent challenges that modern organizations face. To support this inference, Covelli and Mason (2017) stated that Authentic and Transformational Leadership theories are similar when translating from theoretical constructs to practice. To this end, a question may arise how relatable the two theories are in their practical application. This study underlines that TL and Authentic Leadership Theory are centered on the moral component, which always means that leaders should remain true and adhere to the code of conduct prescribed in their organizations.

The Authentic Leadership Theory is relatable and compliments to the construct of idealized influence since it stresses the centrality of morality in leadership since this is the requirement for the realization of leader authenticity. This assertion has been supported by many scholars, such as George (2010) and & Gardner, 2018) among others, who highlighted the need for leaders to manifest self-discipline, mainstream connected relationships, practice solid values, and have an understanding for their purpose. This study portends that those leaders in the public sector offices should put in place a culture that promotes and/or cultivates positive ethical work environment and create positive psychological capacities for their subordinates and/or followers. To this end, attributes of transparency, enthusiasm, ethical behaviour, trust, and integrity are central to attaining leader authenticity in the public sector management.

The Concept of Devolution

Decentralization of power to quasi autonomous entities all over the world is not a new thing since several countries (see, for example, the United States, Australia, United Kingdom, Canada, among others) have already embraced this framework of governance. In Kenya, the 2010 Constitution ushered in a new dispensation that created 47 counties (devolved units)

that were and are still anticipated to enhance delivery of services at the grassroots level in the most effective and efficient way. Despite the glaring challenges that devolution has faced in Kenya, the framework has changed the way services are rendered to the people. Juxtaposing devolution with centralized governance since independence, it is apparent that a lot of strides have been made in Kenya in terms of increasing citizen centeredness.

According to Jerobon (2016), among other researchers who have delved into the dynamics of devolution in Kenya, contends that decentralization of services to the counties is still at the trial stage, suggesting that devolution in Kenya will be enhanced on periodic intervals in light of the lessons learnt. Arguments by scholars denote that devolution in Kenya should be evaluated at the end of election cycles since this presents opportunity to take stock of the progress and challenges of the decentralization of power. Finch and Omolo (2015) state that devolution remains one of the most significant public sector reforms that decentralized power and resources from the national government to the decentralized units. Thus, it can be argued that devolution in Kenya has reduced historical inequalities that have existed in the allocation of resources, delivery of services and government investment.

Devolution is a government policy and a legal framework that defines the place of people in the constitutional governance of the country. Ngugi and Oduor (2015) were of the view that devolution has strengthened governance, accountability, and public participation by underscoring the essentials of democracy and underpinning it on the tenets and values that define good governance. This evidence on the centrality of devolution in the new public management indicates that governance must reflect the aspirations of the people for it to make sense. This line of thought is also mirrored by Tsofa *et al.* (2017) who argued that participation of the people in the governance of a country is one of the key predictors of positive performance by the government. Over and above, devolution has been credited with entrenching

more transparency and accountability in decentralized units given that people demand for openness from their governments at the local level.

Many multilateral organizations and development partners across the world have ostensibly delved into devolution at the global level and provided snapshots on the concept and how it relates to the performance of governments. For instance, World Bank studies as cited in Lee and Lam (2017) revealed that the decentralization had been the precursor of poor governance and services delivery since it opaquely accountability and transparency. Mullen (2017) suggested that for decentralization to work, there is need to increase the extent of accountability on both the side of county management and employees.

Devolution has been defined and given many connotations, where there is general agreement that it involves decentralizing functions and power to administrative units away from the centre (Bosire (2013). Elsewhere, Mutinda and Mbataru (2020) defined devolution as a transfer of fiscal management, political and administrative powers between peripheral levels of government and the national government. This suggests that decentralization of political and fiscal power increases the involvement of people through participation, which in turn increases the allocation of resources and authority from higher units to the lower units. Nyaura (2018) among other scholars suggests that devolution helps to mitigate underdevelopment, centralization of power and partially addressed issue pertaining to ethnic conflict. This evidence appears to suggest that decentralization may have a positive impact by encouraging equitable distribution of resources with ability to reduce perennial conflicts thereby promoting political stability and unity amongst communities. Diamond (2017) contend that decentralization improved service delivery and public participation at the local level and promoted solutions to local problems. For instance, decentralization as a model has been applied to circumvent the outcomes of the winner-takes-all politics which happens at the national level. Thus, it can be argued that devolution has reduced political tension emanating from resource

scarcity by ensuring that regions perceived to be from opposition sides are constitutionally funded by the national government.

In a study conducted in Kenya by Khaunya and Wawire (2015) on devolved governance found that devolution framework of governance was anticipated to upscale the efficiency of service delivery. In addition, devolution was designed to increase accountability given that public participation is one of the key tenets of decentralization. Despite the positive outcomes of devolution, the study noted that devolution faces many snags that have slowed down the dream of devolution. Some of the challenges include inadequate political goodwill at both national and county levels. This evidence shows the tendency of government officials in the two levels to lack transparency and accountability had led to bureaucratic bottlenecks, the policies put in place through the decentralization framework notwithstanding. Over and above, the challenges facing devolution include dwindling public participation, skewed allocation of resources, low transparency and accountability and bureaucratic inefficiencies.

Kanyinga (2016) provides indispensable insights on devolution in Kenya by stating that decentralization of power and resources in the country is a work in progress. For instance, the patronage-oriented development has been dismantled for a people-centred approach. Devolution has been regarded as a panacea for unequal distribution of resources, ethnic tension, poor service delivery, ethnic-based conflict among other social ills that define the current Kenyan society. A study by Abdumlingo and Mugambi (2014) revealed that there are challenges with capacity to effectively implement devolved functions and service delivery. In another study, Etherington and Jones (2016) established that devolution is one of the critical enablers of democracies in many jurisdictions across the world.

Hope (2014) stated that devolved systems in Kenya and indeed across the globe is equated with devolution, which refers to a form of decentralization. What demarcates or

differentiates devolution from other forms of decentralization is the deliberate transfer of economic and political powers from national governance structures to the lower levels of governance. This appears to suggest that devolution is more or less centred on the decision-making transfer of powers to implement fiscal policies at the county levels. Cannon and Ali (2018) were of the view that devolution in Kenya borders on the principle and sovereign of the participation of the people, signifying that devolution draws its supremacy from the will of the people, which is based on the constitution. That devolution is based on the supremacy of the constitution means that whatever devolution does, it is done on behalf of the people.

Yaichi (2019) suggests that issues of constitutionalism, apt governance, democracy, and development are predicted by the type and quality of leadership in a Country. Despite colonial legacy, leadership in Africa and particularly in Kenya has writhed to endorse pro-poor and pro-people policies that house and champion the needs of the wider population. Africa's failures are largely because of frequent leadership changes, ineffective leadership, corruption, ethnicity, weak institutional and governance framework. This has bedevilled the realization of the dreams of democracy and devolution (Lawson, 2009; Shikwati 2012). To this end, this study examined the efficacy of TL and performance of Mandera County government,

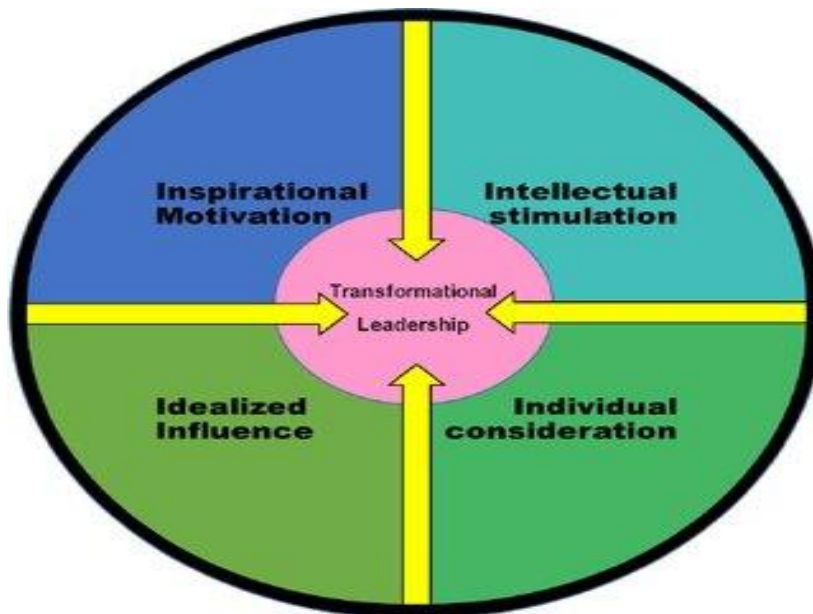
Dimensions of Transformational Leadership

The documented literature is replete with information on the elements and 4Is of TL. This study delves into the concept of TL by providing a comprehensive meaning and/or definition of the concept. Anderson (2017) defines TL is a type of leadership where the leader has the capability to recognize the much-needed change, crafts a roadmap to the identified change and implements the formulated change framework. Several scholars have provided definitions that center on the need for leaders to transform their organizations through change management (Kouzes & Posner, 2018; Uslu, 2019; Vidal *et al.*, 2017). For organizations to achieve their goals, the current body of research seem to demonstrate that TL is central to

planning for realization of the set goals since TL style encourages commitment and inspiration of others (Bahrami et al., 2016). Figure 2.1 captures the overview of the four dimensions (4Is) of TL and how they interact to enhance organizational TL.

Figure 1

4Is of Transformational Leadership



There is growing consensus among researchers who have delved into leadership that TL is one of the key predictors of transforming and bringing about change in an organization (Imran *et al.*, 2016; Thomson *et al.*, 2016). As a result, the question arises on what encompasses change or transformation in an organization. Arif and Akram (2018) and Gonfa (2019), among others, have provided more nuanced explanation on how TL brings about the desired change in organizations. They assert that TL concentrates on varying the organizational mission, values, and vision with a view to ensuring the delivery of products and services in a way that maximizes quality and efficiency. This appears to suggest that leaders with a transformational approach are flexible since they persuade their followers and/or subordinates to adopt to the new possibilities and vision that the leader adopts by modifying the existing organizational structure. Thus, the current study intended to determine entrenchment

of TL leadership in Mandera County considering the devolution framework that counties in Kenya are supposed to adopt to manage their affairs.

Burns (1978) is credited with developing the initial tenets of TL using biographic qualitative analysis of political leaders. The author noted that great leaders do more by building trust and articulating their constituents' deepest needs leading to transformational changes. He further stated that the important role of leadership is to realize a shared determination. In his seminal study on leadership, Burns (1978) identified the significant attributes that are applicable in differentiating TL from transactional leadership. According to Burns, leadership is about building meaningful engagement between the follower and the leader through positive motivation so that the set goals and purpose can be achieved. According to Bass (1985), leaders with TL attributes have tendencies of motivating their subordinates to perform beyond the set norms and standards of performance, where this is done by inculcating a climate of trust, enhancing higher order needs of the followers, and ensuring that followers go beyond self-interests for the organization's sake.

Bass (1985) posit that leaders with TL traits should positively persuade their followers to perform their duties and supersede the set goals or targets. This demonstrates a leaders' ability to steer with confidence, competence, courage, and character. This study seeks to propose TL framework that Mandera County and indeed Kenya counties can leverage to enhance performance since counties in Kenya seem to be facing a plethora of challenges. Deschamps *et al.* (2016) stated that TL serves to adjust the status of the organizations by explaining to the followers the drawbacks and snags that the organization currently faces and what can be done to alter the status quo so that there is progress. While the essentials of TL on organizational development have been accentuated by various scholars, there seem to be a lacuna in knowledge on how TL can be leveraged in the Kenyan public sector to produce the desired performance. Thus, this study was designed to establish the extent to which TL has enabled

public institutions and entities, such as devolved units to augment their performance in the era of new public management.

Attributes of TL have been given considerable attention in the current body of literature as there is growing consensus that transformational leaders prioritize the needs of the organizations, they lead by going beyond immediate self-centeredness and egocentricity (Amanchukwu *et al.*, 2015; Obeidat & Tarhini, 2016; Zareen *et al.*, 2015). This evidence seems to imply that TL places inspiration at the center of managing people since people are the means through which organizations realize the desired ends. Moreover, TL seeks to change the way in which individuals perceive themselves autonomously and in regard to others since this predicate the needs, aspirations, wants and values of the said individuals (Gonfa, 2019). Lussier and Achua (2015) suggest that leaders with a transformational approach communicate the vision of the organization to their followers in a clear manner and taps into the motives and higher ideals of their followers. Bronkhorst *et al.* (2015) suggests that transformations leaders serve to change the basic attitudes, beliefs, and values of the followers with a view to ensuring that they (followers) go beyond the prescribed minimum levels specified by the top management teams of the organization. These assertions about the qualities of leaders are comparable to Mandera County, where there seems to be challenges in management of the county. Thus, this study was interested in establishing the extent to which TL has been entrenched in the County of Mandera and what more can be done to augment performance of the devolved units.

Individualized Consideration

The present body of academic literature has considerable amount of empirical evidence on the centrality of IC in transforming organizations. Martin (2017) was of the view that IC is one of the essential leadership attributes since followers offer honest empathy to their subordinates and mentors them to bring the best in them. Furthermore, leaders with IC

traits attend to the needs of their subordinates. In Mandera County, there have been efforts to change the way the county is managed; however, it remains unclear whether the component of individual consideration has been incorporated in the management of the county. Thus, this study was designed to offer insights on the happenings in Mandera and what has been done by the county to embed TL.

Malik et al. (2017) conducted a study on the effect of the components of TL on organizational commitment and job commitment in Iranian companies. From the top 100 Iranian companies, data were collected from 63 companies, where 219 managers provided data. Study findings indicated that IC was one of the appropriate traits among leaders since this was essential in upscaling the motivation among the subordinates. The study illuminated the need for leaders to act as role models for their subordinates. However, the study was conducted in Iran while the current study was conducted in Mandera County. Thus, the findings in Iran were not generalizable to the Kenyan context.

Dvir et al. (2015) focused on TL in the United States using TL training experiment. The findings of the study indicated that leaders who use IC are able to meet the needs of their subordinates through personalized empathy. Furthermore, IC is important among leaders since it makes it ideal for the leaders to communicate with their subordinates, thus increase the level of goal accomplishment. It is instructive to note that IC underlines the need for the leaders to communicate, encourage, and respect the followers. Though the study underscores the need for IC, it failed to indicate the place of IC in the realm of public sector management.

Li et al. (2015) delved into TL dimensions and their influence on the creativity of employees of the Chinese retail banks, where the study applied a Chinese TL model. The study findings revealed that individualized consideration is central to the creativity of the employees since leaders offer personalized attention to a group member. In other words, individualized consideration borders on the need for leaders to understand that employees have specific

knowledge, abilities and needs that should be given unique attention. Moreover, it was revealed that individualized consideration borders on distributing rewards and assigning tasks on individual basis since followers have distinct abilities and weaknesses, thus cannot be assigned homogenous tasks and responsibilities. The current study sought to establish the extent to which leaders in Mandera County leverage individualized consideration in guiding their employees given that this area is under researched in Mandera County.

Elsewhere, Kovesnikov and Ehrnrooth (2018) studied the effect of individualized consideration in Russia and Finland where the study found that individualized consideration enables employees to identify themselves with the organization. This submits that IC makes it possible for employees to develop a culture that supports growth and development of the employees at the individual levels. One of the ways suggested by the authors on how leaders can leverage individualized consideration is through mentorship activities, career counselling, individual praises, specific rewards, and coaching followers with a view to ensuring that they realize professional development. Though the study was conducted in Finland and Russia, the findings are relatable to Mandera County in regard to what can be done to enhance the productivity of the employees which will trickle down to the performance of organizations. Thus, this study sought to establish what the county government of Mandera can do to enhance the performance of the county from the perspective of TL.

In Kenya, Ndwiga and Ngaithe (2016) conducted a study on the impact of IC and IS on organizational performance of SOEs in Kenya. To achieve this end, data were solicited from senior managers of the SOEs, while data were analysed using linear regression. Results indicated that individual consideration had a significant negative association with organizational performance. In contrast, the study results demonstrated that organizational performance was not affected by intellectual stimulation. Notably, the study underscored the need for companies to design friendly employee organizational culture. This result departs from

empirically held viewpoint that the dimensions of TL enable organizational performance, thus the current study sought to corroborate this finding by determining whether the 4Is have a negative or positive influence on the performance of the County government of Mandera and determine whether the relationship is significant or not given that the study was conducted in the public sector.

To this end, the current study sought to establish the extent to which leaders in Mandera County have embraced TL in their day-to-day operations and the degree to which the attribute of individualized consideration has been leveraged in the management of the county government. The study underscored the need for leaders to support their followers to learn new skills by offering a supportive mentorship/work environment. The study recognized the centrality to realizing individualized consideration is being cognizant of the fact that people are different and ascribe to various schools of thought.

Inspirational Motivation

From the global perspective, Jiang *et al.* (2018) conducted a study on the influence of inspirational motivation. The study findings established that inspirational motivation is an important factor that promotes positive talk about the future. By selling optimism, the authors underlined that organizations could articulate a future that has a compelling vision. Put differently, leaders inspire and motivate their followers through expression of confidence so that organizational goals are accomplished in a confident way. In addition, inspirational motivation encompasses creation of an exciting image of what the future entails, where leaders leverage motivation as a tool to instill enthusiasm and a sense of teamwork when faced with daunting challenges. The study deviated from the present study given that this study used quantitative techniques to test hypothesis on the association between IM and performance of Mandera County.

In Pakistani, Aminet *et al.* (2013) conducted a study on public universities, where the results indicated that IM is central to creation of an ample setting that encourages employees to deliver beyond the expectations of the organization. Using IM approach, leaders can positively persuade their subordinates with an aim of ensuring that they accomplish organizational goals within the stipulated timelines and expectations. To this end, the study focused on Universities in Pakistan, while the current study will use a case of Mandera County, which is a devolved unit of administration in Kenya.

In South Africa, Schuesslbauer *et al.* (2018) delved into the influence of inspirational motivation on career development and stated that inspiration and motivation dimension of TL is critical for the realization of career goals by an individual. This appears to suggest that leaders should offer appropriate mentorship programs to their followers so that they can progress their careers. In addition, the study revealed that leaders should articulate organizational objectives and goals in simple ways with a view to creating mutual understanding of organizational goals. Furthermore, it was revealed that inspirational motivation offers the much-needed vision that enhances realization of organizational goals. Simply put, but not in a simplistic manner, the authors underscored the need for leaders to create positive expectations on the goals to be accomplished. To this end, this study was intended to bridge the existing empirical gap on the interplay between inspirational motivation and performance in the public sector, specifically in Mandera County.

Linge and Sikalieh (2019) sanctioned a study on the interplay between performance of employees and inspirational motivation using a case study of insurance companies in Kenya. By collecting and analysing data from lower-level managers, the findings revealed that employee performance is significantly influenced by inspirational motivation. The study underscored the centrality of employees aligning their values to the organizational culture so that the organization can easily benefit from TL. However, this study was conducted in the

insurance sector, which is predominantly privately owned and could potentially produce different results from the current study owing to different institutional contexts. The current study intended to determine the role of IM on performance of the county governments, specifically Mandera County.

Idealized Influence

According to Ahmad *et al.* (2014), II, also known as charisma, has been conceptualized as the level to which followers place the leader as a role model. Notably, charismatic leaders are trusted, respected, and admired since they can pride in the works of their subordinates and inspire them to work beyond the set goals. This is possible if followers focus on the common good of the organization or group members. Lussier and Achua (2007) states that idealized influence has two aspects. In addition, leaders with charisma have been described as those who put great value and premium to the organization, subordinates and enhance the mission and vision of the same organization. By being visionaries, charismatic leaders are described as risk-takers, that is, taking calculated risk to enhance the fortunes of the organization.

Bass and Riggo (2006) assert that charismatic leaders have the trust of the groups since this is central to the realization of the set goals. Through trust of the organization, idealized influence leaders take advantage of morality and ethical values so that goals and aspirations are pursued within the moral compass of ethical business. This evidence is relatable to what can be done in Mandera County so that leaders can develop compelling vision in the management of the county since most of the pointers and metrics show that counties are not effective and efficient in the management of their affairs, such as human and financial resources.

Fernando (2012) contends that ethics are central to the creation of accountable and transparent organizations since services and expenditure are done in the most transparent

way. This is particularly relatable to Mandera County where public ethics are supposed to guide the operations of the county with a view to entrenching and upholding integrity standards. Idealized influence has been described in the recent publication as a key enabler for organizational trust given that trust can change the perspective of the followers owing to reassurance and encouragement from the leaders. Orazi *et al.* (2013) states that idealized influence predicates transparency which in turn supports effective communication both internally and externally. Towards this end, it can be argued that transparency increases the trust levels in an organization since divulging of information from outside sources can obfuscate effective exchange of information. It can be argued that sentiments here centre on ethics and accountability, while this study delved into how TL has been entrenched in the county of Mandera in light of the devolution policies as spelt out in the management of the counties.

According to World Bank (2015), lack of or inadequate charismatic leaders has been equated with poor organizational performance within the public sector. Lack of charismatic leaders means that the present crop of leaders lacks adequate ethics and morals to conduct themselves according to the prescribed management culture to the extent that this has affected management of public affairs. This evidence is easily comparable to the situation in Mandera County and most of the counties in Kenya where these devolved units have been alleged to harbour nepotism, graft, bribery, and patronage. Towards this end, the current study sought to offer a more holistic approach to determining the extent to which TL can be applied to cure some of the challenges that counties face with specific reference to Mandera County.

Mahajan and Mahajan (2016) and Okoth (2016) contend that management of public affairs faces great conflict of interest which include financial gain against management of Public Finance Act and taking up double employment without the knowledge of the government or without resigning from the position held. Other forms of challenges within the public sector include accepting indecorous gifts, accepting employment after resignation/retirement,

favouritism, protection of incompetence and lowering trade standards for self-gain or for the relatives to benefit, and use of confidential information for private business. This finding is apposite to Mandera County where there have been cases of favouritism and outright nepotism. Thus, this study intended to determine the interplay between TL and performance of the county government of Mandera.

Lawton *et al.* (2013) states that ethics in government offices is essential for enhancement of good public policies. Thus, entrenchment of appropriate government policies depends on ethics within the public sector, where charismatic leadership is central to realizing this end. Lewis and Gilman (2005) underscore the centrality of public service ethics since these are normative for positive organizational performance. Thus, this calls for concerted efforts to eliminate public service misconduct through promotion of integrity. From the foregoing, it appears that though TL is well researched, the existing body of evidence seems to focus on different contexts of organizational management. Therefore, an attempt was made in this study to assess the interplay between TL and performance of Mandera County Government.

Ngaithe *et al.* (2016) delved into the interplay between TL and performance of government owned enterprises. By analysing data collected from the staff working in the government organizations, it was established that idealized influence is a key predictor of performance of state-owned enterprises. The study concentrated on performance of SMEs from the TL viewpoint. The present study assessed the interplay between the 4Is of TL in the management of devolved units in Kenya with specific emphasis on the Mandera County Government.

Intellectual Stimulation

A study conducted by Peng *et al.* (2016) underscored that IS is important in enhancing organizational performance since it makes it possible for the leaders to encourage their

followers to solve challenges they face through creativity and innovation. The author underscored that, leaders encourage their subordinates to look at challenges in a new way by questioning the existing values, assumptions and beliefs that guide problem solving. In other words, intellectual stimulation guides the followers to develop novel mechanisms that can be applied to circumvent organizational challenges. Through proactiveness, followers are encouraged to leverage creativity as both a tool and process of solving the day-to-day snags that the organizations face. This evidence is comparable to the situation in the Kenyan counties where devolution continues to face challenges owing to its novelty. Thus, the current study sought to determine the scale to which the dimension of intellectual stimulation can be leveraged to offer solutions to the challenges that face Mandera County.

Bass and Avolio (2013) suggested that intellectual stimulation approach is critical in defining the extent to which managers are willing to encourage their subordinates to acquire new skills and competencies that are sine qua non for problem solving. Without a doubt, organizations face challenges, whether preceded or unprecedented, signifying that the essentials of problem-solving skills cannot be understated. Yasin et al. (2014) supports these assertions by stating that leaders should go beyond the fear of ridicule and failure to offer ideas on how the organization can progress. By following empowering followers, leaders with a transformational approach can articulate to their subordinates on how to conceptualize, comprehend and discern situations for possible answers. In addition, problem articulation to the followers is critical for understanding of organizational strengths and weaknesses which forms the background upon which strategic objectives are operationalized into strategies and activities to solve the existing challenge. Moreover, intellectual stimulation enables organizations through their followers to question the relevance of existing structures (status quo) and what needs to be done for the mission of the organization to be achieved. In Mandera County, there have efforts to take advantage of intellectual stimulation; however, the extent of its influence

on performance remains unexplored. This is the knowledge lacuna that the current study sought to fill.

In a study conducted by Utami (2013) on the interplay between organizational innovation and intellectual on the performance of SMEs in Indonesia found that intellectual stimulation through experiential sharing is central to product innovation which trickles down to organizational performance. Thus, it can be suggested that sharing of knowledge and experience by the leaders to the followers is essential in awakening the curiosity of the subordinates to device new mechanisms of problem solving. This study differed from the current study since it concentrated on SMEs in Indonesia, while the current study delved into the interplay between IS and performance in the County Government of Mandera.

In Ghana, Agyemang et al. (2017) delved into the interplay between the 4Is of TL and sharing of knowledge among employees, where the results showed that the four dimensions of TL did not have a significant relationship with sharing of knowledge among employees. This finding deviates from the widely held conceptual thinking that the 4Is of TL are closely intertwined, thus the current study was intended to offer an accentuated approach to corroborate this finding since many studies have shown varied empirical results which continue to affect the generalizability of this viewpoint. Thus, the current study offered a more accentuated approach on the public sector to establish the influence of IS on performance of the County Government of Mandera.

In Kenya, Ogola et al. (2017) looked at the interplay between leadership behaviour that employs IS and the performance of employees in Kenya's SMEs. Using a correlational design, data collected from KPMG top 100 SMEs of the year 2014 using MLQ close-ended questionnaire indicated that the performance of the workforce and IS leadership attribute had a strong positive and significant association. The study was conducted among SMEs in

Kenya, while the current study was undertaken in the public sector, specifically in the devolved government of Mandera.

Transformational Leadership and Performance

A study conducted in Pakistan by Arif and Akram (2018) on TL and organizational performance revealed that TL encourages innovation which upscales organizational performance, where this relationship was deemed significant and strong. The authors underscored the need for Pakistani organizations to entrench organizational leadership styles that encourage creativity and innovation since these are essential for positive organizational performance. Instructively, TL encourages new ways of thinking; thus, more robust answers to the questions are raised. This study focused on the organizations in Pakistani, while the current study applied a multifactor leadership questionnaire to determine the effectiveness of 4Is of TL in Mandera County government.

Orabi (2016) delved into the effect of the 4Is of TL on performance among Jordanian business firms. The author stated that TL continues to garner a lot of attention owing to the centrality of the tenets of TL to performance of organizations. Furthermore, the author opined that TL encourages leaders to communicate with their subordinates, which is critical in solving organizational challenges. The findings indicated that the 4Is of TL contributed to organizational performance, II was not a significant contributor to performance. These results appear to cast doubts on the widely conceptual and empirical viewpoints that all the dimensions of TL are significantly associated with organizational performance. Thus, the current study sought to demystify this finding by determining the direction and strength of the result. Furthermore, the study used a case study of Mandera County to elucidate the place of TL in the management of counties in Kenya.

A study conducted by Nezafati (2016) on the dimensions of TL and its relationship with organizational performance in North Khorasan Iran, relied on a meta-analysis approach

and developed a TL research foundation model. Using MLQ, the study established that the four components of TL are instrumental in augmenting organizational performance. This study focused on the education sector in North Khorasan, Iran while the current study concentrates on the devolved governments in Kenya with specific reference to Mandera County. This study portends that much of the information on the 4Is of TL have focused on sectoral level, while the current study sought to provide an accentuated description of how TL has been applied in novel governance structures, such as devolution.

Gonfa (2019) assessed the dimensions of TL in Middle East countries and found that the contemporary business world is characterized by an array of uncertainties and volatilities that require leaders of the companies operating in these countries to put in place sound methodologies and policies that can circumvent challenges caused by global competition. To ameliorate challenges experienced in the contemporary society, Gonfa underscored for counties and organizations to take full advantage of TL as a possible panacea to the challenges noted. To contextualize this viewpoint, Gonfa described TL as a style of leadership where leaders of a group, organization or countries identifies change that is needed and consequently designs a vision that acts as a roadmap/design/blueprint to achieve and implement the change. This evidence is easily compared to Mandera County where there have been efforts to tackle some of the novel devolution challenges. Thus, this study intended to collect information on TFL and determine whether the efforts in the county of Mandera have been efficacious in augmenting the performance.

Several scholars, such as Smith and Squires (2016) among others, have underlined the characteristics of leaders with a transformational approach and how this leadership style affects organizational performance. The authors underscored that the 4Is of TL make changes to the way organizations function. For instance, leaders with a transformational approach leverage charisma/idealized influence to pursue and achieve organizational goals since these

leaders are respected, trusted, and admired by their subordinates. Besides trust and respect, high standards of ethics exhibited by leaders with TL approach endears followers to solve organizational challenges since they are intellectually stimulated to be creative and innovative. Individual consideration has been cited as a key enabler of organizational success since leaders give personalized attention to the subordinates; thus, they are able to understand their challenges and solve them at the individual level. To this end, it can be argued that the sentiments here centre on general organizational management, while this study projected to delineate the effectiveness of TL in Mandera County.

Malik *et al.* (2017) investigated the 4Is of TL and how they influence organizational commitment and job satisfaction. The study was sanctioned with a view to assessing the effect of the 4Is in relation to employee performance. The results of the study indicated that the 4Is of TL are critical to enhancing employees' organizational citizenship behaviour. Furthermore, the study underscored the need for organizations to focus on TL when designing and implementing their strategic papers. The study focused on a politically and economically fragile regions, while this study was designed to offer an integrated approach to the study of the effectiveness of TL in the county of Mandera.

Widodo *et al.* (2017) concentrated on organizational performance from the perspective of TL and organizational learning. Using quantitative techniques, the study solicited data from provincial government agencies and offices, specifically from heads of agencies and departments. Applying census technique in sampling and regression technique in data analysis, the study established that TL and organizational learning have a positive and significant effect on performance. The focus of the study being in the public sector, it concentrated on the provincial agencies, which is an appendix of the national government, while this study concentrated on the quasi-autonomous entities and how TL influences its operations and eventual performance.

Imran *et al.* (2016) delved into organizational learning through TL for organizations from an Resource-based View (RBV). Analysis of data indicated that organizational knowledge and learning processes are significantly made possible by TL. This appears to signify that organizations can take full advantage of experiential learning where leaders of the organization can share information with their followers. This evidence is relatable to the situation in Mandera County where leaders at the top can share their experiences and life lessons to their subordinates so that learning is embedded into the culture of the firm. The current study sought to establish the extent to which Mandera County has leveraged TL to enhance learning which is sine qua non for organizational performance.

A study conducted by Rasool (2015) found that the TL is one of the most dominant styles of leadership in Pakistani's health sector. Using a combination of linear regression and Pearson correlational techniques of data analysis, the findings of the research revealed that TL has a significant positive relationship on employee's performance. However, the study was limited since it applied cross sectional design, convenience sampling, and questionnaires. Moreover, the study was conducted in the healthcare sector, which is a devolved function within the devolved units. This study bridged this gap by focusing on the influence of the 4Is of TL on performance of Mandera County.

Galante and Ward (2017) delved into the interplay between TL traits and self-esteem among female athletes and non-athletes. Using logistic regression analysis, the findings revealed that female athletes are more likely to exhibit higher self-esteem compared to non-athletes which means that TL is central to the sporting activities and their subsequent management. The study seems to concentrate on the sporting sector using cases of female athletes, while the current study delved into devolved governments and seek to delineate the influence of TL on performance of county governments.

Brewer (2016) studied the influence of TL on the intention of the hospital nurses to stay in their jobs, commitment and satisfaction using probit modelling. The findings indicated that job satisfaction and the intent to stay was not significantly influenced by TL, while commitment to the organization was found to be influenced by TL. Furthermore, the study found that the intent to stay was positively associated with age, opportunities for promotion, support by the mentors, job satisfaction and organizational citizenship behaviour, while the work setting, non-local employment openings and ethnicity had negative effect on intent to stay. This finding is relatable to Mandera County where the county has been recruiting new employees to fill the existing HR gap. The study was conducted within the healthcare system, while this study delved into the performance of the devolved system from the perspective of TL.

Buil *et al.* (2019) delved into the relationship between the performance of frontline workers and TL, where work engagement and organizational identification was applied as the moderating variable. In addition, proactive personality was used as a moderating construct on the interplay between work engagement and identification, both as response variables and TL (predictor variable). Analysis of data collected from frontline hoteliers suggested that the effectiveness of TL on job performance depends on identification and engagement, while proactive personality of the leader moderates the relationship between TL and work engagement and organizational identification. To this end, the study applied proactiveness, work engagement and organizational identification as moderator variables, while the current study employed government policies on devolution as the moderating variable. Besides, the study was sanctioned in the Hotel industry, while the present study used MLQ to solicit data and test the extent to which TL has influenced organizational performance.

Pradhan and Pradhan (2015) empirically investigated the relationship between TL and the extent to which subordinates perform and are committed to the organization. Through a cross-sectional survey, the study findings revealed that TL approach increased the level of

commitment and performance of IT software developers in India. Moreover, the study established that the contextual performance of the IT software developers was positively tied with the level of organizational commitment by the same individuals. The study focused on the 4Is and how they influence contextual performance and organizational commitment, while the current study was on the influence of the 4Is of TL and on performance of governance systems.

Atmojo (2015) delved into the effect of TL on the performance of employees' commitment to the organization, and job satisfaction using SEM. The research findings showed that job satisfaction and citizenship behavior were significantly associated with TL, while the level of job satisfaction was significantly associated with employees' performance. The study relied on SEM, while the current study leveraged factor reduction and multiple linear regression to establish the relative importance/weight and the direction of the 4Is of TL on performance of the county government of Mandera.

Sahu *et al.* (2018) studied the interplay between TL and organizational turnover (intention to leave). This relationship was mediated by variables, such as psychological attachment, branding by the employer and employee engagement. Drawing samples from Indian IT organizations, the study findings indicated that the intention of the employee to leave is predicted by TL styles. On the other hand, the study established that employee engagement mediates employer branding and TL, while employer branding mediates psychological attachment. The study concentrated on India's IT sector, while the present study was undertaken in Mandera County Government to establish the relative weights of 4Is of TL on the performance.

Babcock-Roberson and Strickland (2010) were of the view that the dimension of idealized influence is central to the performance of organizations, particularly in uncertain

situations. This appears to suggest that TL, specifically the trait of charisma is one of the key enablers of performance when organizations are faced with difficult situations. Moreover, the authors underscored the criticality of charismatic leadership in upscaling job satisfaction among employees. To this end, the study has demonstrated that leaders perceived to possess the 4Is of TL by their followers tend to have a more robust engagement which translates into better job satisfaction outcomes. This evidence on the relevance of the 4Is to the performance of organizations is comparable to the state of affairs in Mandera County, particularly on what can be done by the leadership of the county to augment performance of the county government. The present study intended to determine the effectiveness of the 4Is of TL on the performance of Mandera County government and establish how this relationship is moderated by government policies.

A study by Amin (2016) on the role of TL on performance of organizations in Kenya using a descriptive research design collected data from 168 staff at National Bank of Kenya headquarters. The research findings revealed that the dimension of IM has the highest significant relationship with performance followed by IC and IS respectively. The study established that this has been possible since leaders coached and mentored employees, which translated into improved interrelationships and professional growth in the organization. Motivating and instilling confidence in the employees was noted as one of the key attributes of the leaders, which boosted the commitment to the goals of the organization. The study was sanctioned in the banking industry, which is in the financial sector, while the current study delved into performance of counties using the parameters of service delivery and public rapport.

Burns (1978) as of the earlier advocates of the ideals of TL, noted that great leaders do more by building trust and articulating their constituents' deepest needs leading to community transformation. Chiang and Lin (2016) observed that TL approach helps managers become exceptional leaders. Based on the tenets of TL, this study sought to elucidate the place

of TL within the devolution framework and determine what more can be done to amplify the place of the same in the governance of counties.

Transformational Leadership and Performance in the Public Sector

A study by Bronkhorst *et al.* (2015) on the interplay between motivation in the places of work and TL within the context of the public sector found that leaders with TL attributes achieve better work outcomes for their followers. By surveying respondents from the Dutch Municipality, the study found that leadership styles are some of the key predictors that define the extent to which employees achieve the stated organizational goals. Moreover, the study found that goal setting is essential in augmenting work motivation as both the leader and the follower work towards attaining the specific goals. This evidence is relatable to Mandera County where the devolved unit has been setting goals and tracking them to establish whether progress is being made. The study was undertaken in the Dutch Municipality, which is essentially semi-autonomous organizational setup, while the current study delved into county government performance.

Bumgarner (2016) delved into the criticality of TL within the context of the public sector where analysis of the collected data established that the public sector management faces a plethora of challenges that continue to hamper delivery of services. These challenges have in part deterred effective management of the performance of employees. Some of these obstacles in the performance of employees include leadership training that is ineffective, low motivation levels for the employees, interests centring on self-preservation and disparity in the remuneration of the subordinates. Thus, it can be argued that most organizations focus on the transactional aspect of the organization which has its share of challenges that can be circumvented through TL. This evidence could hold true in Mandera County where most leaders and their followers identify with transactional leadership, which negates the centrality of TL in ameliorating the modern-day public sector challenges. Thus, this study assessed of the

place and criticality of TL in the management of counties, particularly in the county government of Mandera.

Campbell (2018) sought to establish the motivation behind performance orientation by collecting survey data from South Korean public sector employees. The interest of the study was to determine the effectiveness of TL within the public sector performance. Using regression-based Monte Carlo simulation, the study found that organizations can accentuate the place of TL by committing to the internal efficiency of the organization coupled with performance-based incentives that may border on teamwork. The current study corroborated this finding by linking TL to an increasingly necessary process in the public sector and stress its context-dependent influence.

Van der Voet (2016) underscored the challenges that organizations experience in the face of change and how this affects their performance. To offer an ideal understanding of the change management process, the authors tested the extent to which change of leadership by the supervisors enables organizations to enhance change in behaviour by the followers/employees during the phase of organizational change period. In other words, the change leadership attributes of the leaders or supervisors has the potential to realign the fortunes of organizations since this permits organizations to leverage TL to enhance communication that is sine qua non for effective change management. Towards this end, the study focused on the effective of change leadership and how this can be augmented through TL, while the current study was designed to answer the question as to whether TL enhances organizational performance within the context of the public sector, such as the management of the devolved units of administration.

Felix *et al.* (2016) investigated the interplay between TL and ethical reasoning in the Nigeria public sector, where it was evident that ethical reasoning predicates on the presence of TL style. By collecting and analysing data using SEM and Path analysis, the study

established that TL is significantly and positively associated with cognitive moral development. These results seem to provide overall trends in the public sector management, such as in Kenya. However, there is no single study that has been conducted in the County of Mandera, on the development of morals and ethics that are key to the performance of the counties. This is the gap that the current study sought to fill.

Adanri (2016) conducted a study on the relationship between TL factors and perceived effectiveness of leadership among the public administrators in Nigeria and found that the perceived efficacy of leadership is significantly dependent on factors associated with transformational leadership. Using linear regression analysis approach, data collected from administrators in Nigeria's Osun State revealed that despite the significance of the relationship, TL factors only accounted for 28% of the variance of the outcome variable (perceived effectiveness of leadership), signifying existence of other factors that influence leadership effectiveness. The current study offered an accentuated approach that detailed the extent to which TL has made governance effective in Mandera County.

The study by Wright and Pandey (2010) on TL in the public sector looked into how chief administrative officers of the Municipal's TL practices are influenced by the structure of their organization. Results from analysis of survey data from local government managers, showed that a flexible organizational structure in the public sector allows greater infiltration of TL. In other words, less bureaucratic structures enhance the effectiveness of TL. For instance, it was noted that upward communication and the hierarchy of the organization precipitated lower levels of TL. Notably, the study found that measurement of performance by municipal entities entrenched a culture of TL behaviour. The current study was formulated to capture the centrality of TL on the performance of the county government of Mandera.

In a study by Tipape and Kepha (2016) on the effects of TL on governance in Kajiado County Government, Kenya found that all the 4Is of TL are negatively associated with

governance, where this relationship was significant. Pearson correlation and linear regression results showed that all the four dimensions of TL were significant. These findings deviate from the existing conceptual thinking on the influence of TL on performance and/or governance. Thus, the current study sought to establish whether TL has a negative or positive influence on performance of Mandera County government and whether this influence is statistically significant or occurs by chance. Furthermore, the current study sought to bridge the existing leadership gap on what should be done by both senior and junior staff in Mandera County government to enhance effective governance.

Government Policies

Karungani and Ochiri (2017) carried out a study on the degree to which performance of Nairobi City County is affected by regulatory and policy framework. Using statistical analyses, the study revealed that the regulatory and policy frameworks within the procurement department of the county were instrumental in augmenting organizational performance. Through creation of a level engagement ground, the study revealed that government policies, particularly procurement guidelines were important in streamlining the reputation of the county government of Nairobi. In addition, it was noted that the policy framework is critical in enhancing transparency and accountability of public officers. This finding is relatable to the situation in Mandera County where several procurement laws have been flawed and tenders awarded to non-qualifying companies or individuals leading to loss of funds. Thus, the current study investigated the extent to which the legal, regulatory and policy framework have been entrenched in the county of Mandera.

Makena *et al.* (2018) sought to establish the influencing factors of devolved government and how they affect Makueni county government's health sector. Quantitative data solicited from health workers and analysed using statistical techniques indicated that performance of the county was affected by organizational policy and among other factors, such as

human resource management, leadership had financial resources. Furthermore, the study noted that organizational policy had a moderately strong positive association with performance. Thus, the current study sought to establish the place of government policies on the governance and performance of the county government of Mandera.

Cheboror *et al.* (2017) inquired into how the devolution framework on selection practices influences the performance of employees in Nakuru County Government. Deducing from the data collected from employees at Nakuru County headquarters, the study established that employee awareness on HR strategies, turnover and attrition, county policy and human capital needs of the county significantly affected the performance of employees. This finding can be compared with Mandera County where the devolution framework moderates the performance of the county government. It appears that despite the centrality of leadership attributes of the leaders in the county, HR policies play a substantial role in predicting the performance of employee of Mandera County government. Towards this end, this study was designed to determine the moderating role of government policies on the relationship between TL and the county government of Mandera's performance.

Tsofa *et al.* (2017) examine the interplay between devolution and health workforce performance in Kilifi County, where the authors argued that transfer of political power and resources through devolution enhances technical efficiency, accountability, equity, and community participation, particularly in the health systems. Using a case study of HRH and EMMS management health systems, decision space framework developed by Bossert and Mitchell (2011) was applied to appraise the earlier implementation of the health systems. The research findings illustrated that health systems in the counties were hurriedly implemented, and this affected HR functions and permitted political interference. Owing to poor HR services and infiltration from the political class, most of the workforce in the county resigned. However, upon implementation of the laid down county procedures, the challenges witnessed

were circumvented. This finding from Kilifi County is relatable to the human resource situation in Mandera County where some employees have quit, suggesting that devolution policies on human resources seem to be in dire need of reforms. Thus, the current study determined the extent to which policies in the county government of Mandera has augmented performance.

Mwikali and Wafula (2015) studied the effects of devolved governance on organizational performance of Mombasa County government, where the background information of the study underlined the centrality of democracy in the provision of services to the citizenry. The study noted the essentials of devolution in addressing the recurring challenges of underdevelopment in Kenya. The study noted that devolution powers had made it possible for the county of Mombasa to receive finances that have been instrumental in enhancing greater performance. The study noted that provision of quality services to the counties can be augmented through availability of funds and employee training and motivation. These results are applicable to the situation in Mandera County where it has been suggested that the county suffers from low funding (even though it receives one of the highest funding from the exchequer) to the extent that this has affected provision of services to the citizens, which is a key indicator of performance. To this end, the current study sought to offer a nuanced approach in determining the place of devolution policies in the performance of the county government of Mandera.

The empirical review has presented some learnings and gaps. Majority of the reviewed studies in this chapter have demonstrated that 4Is of TL are central to the achievement of organizational success (Buil et al., 2019; Pradhan & Pradhan, 2015; Rasool, 2015). However, many of the existing studies have been conducted in different sectors and/or industries, where this could lead to varied generalization. This study underscores that several studies have been carried on leadership styles, such as the 4Is of TL and how they impact on

service delivery over and above organizational performance. Despite remarkable milestones in existing academic literature, there is a tendency for studies to use various methodologies that can inhibit generalizations. This is the gap that the current study intended to bridge.

There are studies that have applied qualitative research methods in data collection and analysis (Andersen et al., 2018; Bernerth et al., 2018). The use of these qualitative approaches has been cited in several studies as biased (Bergen & Labonte, 2020; Galdas, 2017). This evidence appears to suggest that even though studies have been conducted on TL, the current literature on leadership seems to apply concepts, variables and methods that can water-down the strength of the existing findings. It is instructive to note that linking the 4Is of TL to organizational performance cannot be established using qualitative approaches; rather, quantitative approaches used in this study offered clearer and rigorous analysis of data to link the 4Is of TL to performance of the county government of Mandera.

Empirical studies reviewed in this study have been conducted in other geographical locations and majorly in the private sector. For instance, most studies have focused on Asian and American multinational corporations, signifying that the results emanating from these countries cannot be replicated in the local context (Malik *et al.*, 2017; Li *et al.*, 2015). Studies conducted in Kenya have concentrated on the banking and education sectors, while others have focused on the hospitality sector (Amin, 2016; Anderson, 2017; Smith & Squires, 2016). Studies conducted on devolution in Kenya have focused on the challenges and opportunities for Kenya's devolved units (Khaunya & Wawire, 2015). To this end, this study was informed by present studies within the realm of the devolved units in Kenya have negated the 4Is of TL.

Furthermore, Burns (1978) underscored that ideal social change can be achieved through leadership transformation since this will enable countries to circumvent challenges of

the modern-day world, such as underdevelopment. Several scholars have supported the tenets of TL theory, where they seem to agree that TL enhances the capability of organizations and indeed political leadership to merge victorious during challenging times, such as in terms of political crisis (Bennett, 2016). Vasilaki *et al.* (2016) offers a more robust description of how organizations/governments benefit from TL by noting that leaders with a transformational approach enable their followers to create apt solutions to challenges that are ambiguous in nature. This suggests that TL is central to enabling group members/followers to unlearn routines and behaviors that hinder creativity and innovation.

Paying attention to leadership from the context of transformation, it is apparent that morality and motivation are essential to changing the fortunes for organizations. Transformational leaders take into consideration the views and needs of their followers to the extent that decision making is participatory and reflective of the group. Burns (1978) was of the considered view that transformational leaders have the attributes of raising their subordinates to higher level. Bass (1985) asserted that transformational leadership theory places premium on the need for leaders to encourage and motivate their followers to do more than they were supposed to perform. To raise the level of performance, Bass (1978) underscored the need for leaders to motivate their followers so that goals can be accomplished. In addition, leadership in the transformational trajectory should motivate their employees by raising the importance of the expected outcomes. Bass also underlined the need for leaders to prioritize organizational goals and encourage their followers to follow suit so that all works for the good of the organization.

Stewardship traits have been applied in corporate governance, where scholars have suggested that management of corporations is enhanced by astute stewardship characteristics, such as trustworthiness, inclusivity, and commitment, among other attributes that define stewardship (Subramanian, 2018). This information on stewardship is relatable to the

management of public sector organizations, where civil servants should act as stewards in the offices they hold. The public entrusts managers of public institutions to represent the aspirations of the citizens with a view to ensuring that people access services in an efficient and effective manner. Thus, it can be argued that stewardship inculcates accountability and trustworthy values that are central to the realization of set goals within an organization, such as making delivery of services efficacious.

Organizational empirical literature on leadership continues to demonstrate that individuals become better leaders through constant practice and honing their skills to become better leaders in their organizations (Kouzes & Posner, 2018). Northhouse (2018) among other scholars, argue that situations define the style of leadership that is applied to yield best outcomes for the organization. This appears to suggest that leaders should be flexible and apply leadership styles that are suitable for given situations with a view to ensuring that organizations achieve the set goals.

The existing body of academic and policy literature has concentrated on the interplay between TL and performance (Malik *et al.*, 2017; Sahu *et al.*, 2018); however, the current literature exhibits gaps since the existing studies have not delved into how organizations within the public sector can take advantage of TL to enhance organizational performance. Furthermore, there is no known study that has been conducted in Mandera County on how the devolved unit can augment its performance through the application of the 4Is of TL. Even though the present research seems to have consensus on the measurement of TL, this study portends that there is no study that has applied the multifactor leadership questionnaire to appraise the extent to which TL has been applied in Kenya. Thus, this study uses MLQ adopted from Avolio *et al.* (1999) who used 36 items applied in leadership styles.

Mixed results on the extent to which TL has transformed management of the public sector exhibits a research lacuna given that literature on public sector management has not aided and/or clarified the real effect of leadership practices on performance of county governments (Khaunya & Wawire, 2015; Nezafati, 2016). This appears to suggest that much of the existing evidence is anecdotal and largely inconclusive given that the concepts of devolution and its performance, which is a recurrent theme in leadership practice has not been exhaustively explored. This appears to suggest that performance of the devolved system of governance remains unresolved issue since the existing body of knowledge suffers from inconclusive evidence.

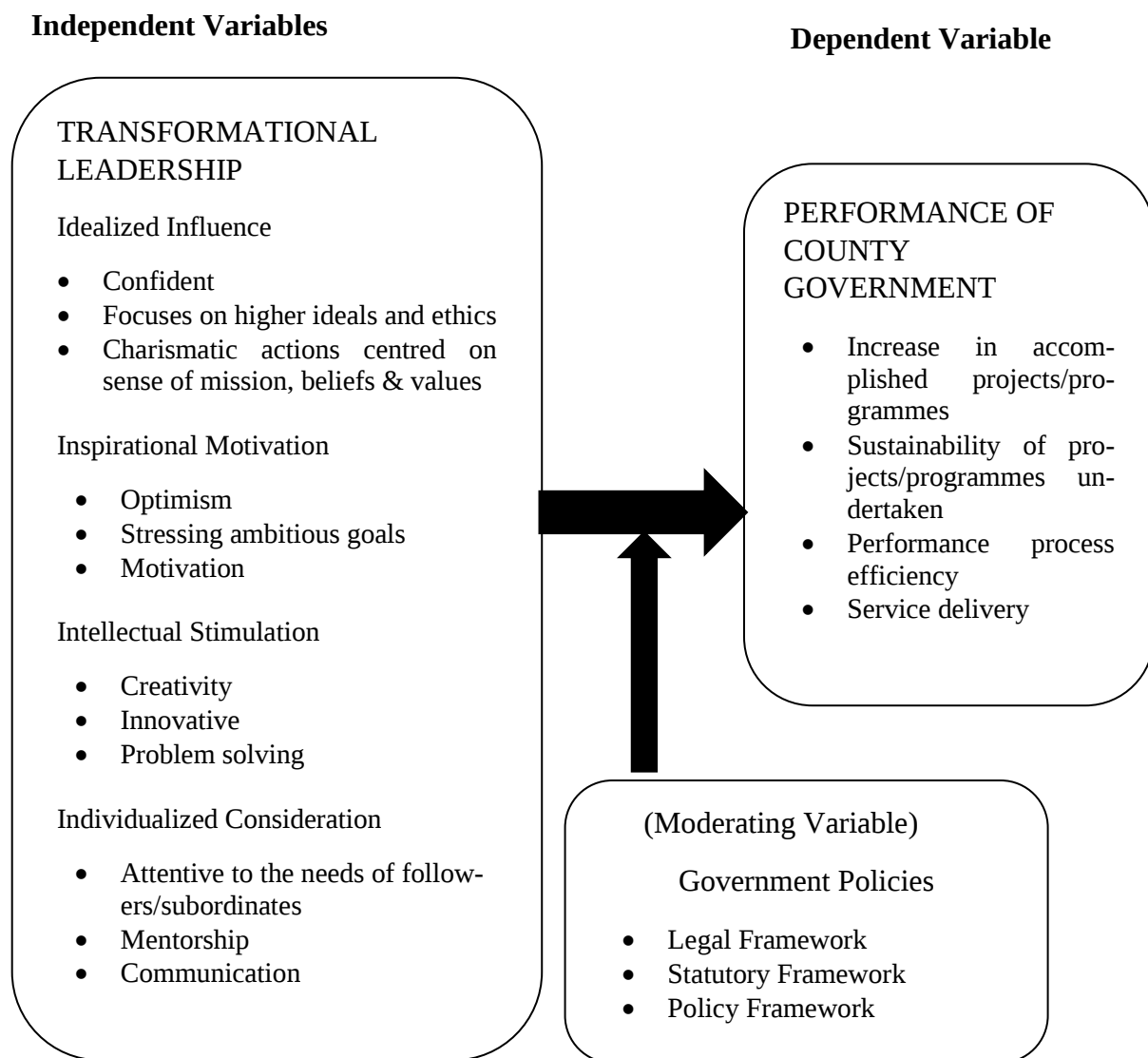
Government policies as a moderating variable is yet to be explored since most of the studies, such as Mencl *et al.* (2016) have largely used the attributes of the leaders as a predictor variable. In the absence of this kind of information, much of the evidence in empirical literature is unreliable. Therefore, this study takes a holistic approach in determining the effect of the 4Is of TL on performance, while cognizant of the moderating role of government policies on devolution systems. This study is guided by lack of empirical evidence on the application of TL since most studies on leadership took place in varying contexts and hence the gap here is that this field is evolving and much of the research seems to focus on individual-level outcomes, implying that there has been limited scholarship to test the relationships on large aggregates, such as performance of the government agencies compared to just measuring the performance of the employees. This appears to suggest that the existing evidence assumes that countries and sectors have homogenous cultures, signifying that, results from one sector/industry can be replicated on another, which is empirically unsound. To this end, this study sought to fill the knowledge lacuna in literature by empirically examining the interplay between the 4Is of TL and performance of the county government of Mandera.

Conceptual framework

Conceptual frameworks are applied to explain key concepts and variables that emanate from the review of theories and literature. In other words, the key knowledge, and inter-relationships are represented figuratively to help readers easily synthesize the central tenets of the study. The conceptual framework highlights the key elements of transformational leadership and devolution in order to comprehensively demonstrate a mental picture of the relationships between the independent and dependent variables. TL theory will be applied to describe how the 4Is influence performance of The County Government of Mandera.

Figure 2

Conceptual Framework



Idealized Influence

Indicates the degree to which followers perceive their leaders as appealing to their dreams and hopes, maintaining peace and respect, role modelling, and trust. Idealized influence was measured in terms of confidence of the leader, charismatic actions centered on sense of mission, belief and values and focus on higher ideals and ethics. Thus, the charisma of the leader was measured, appraised by analyzing the views of the leaders and their subordinates/rates.

Inspirational Motivation

Inspirational Motivation represents the degree to which leaders can enhance the desire of others to feel that they are central to the tasks besides applying suitable images or emblems to increase concentration on tasks at hand and providing a vision to the followers. The study adopts optimism, motivation and stressing ambitious goals as the indicators to measure inspirational motivation. To provide an accentuated measure of inspirational motivation, information on the extent to which employees of the county government are proud to be part of the workforce was measured. In addition, inspirational motivation was assessed through positivity of the employees coupled with encouraging perception about the opportunities in their places of work.

Intellectual Stimulation

IS indicates the extent to which those in leadership positively pursue their subordinates to exercise creativity by considering old challenges in different ways and creating a setting that is tolerant of apparently extreme viewpoints, and guide individuals to question their own ideals and organizational principles. Information was sought from leaders and raters of leaders/followers where creativity, innovation and problem-solving indicators leveraged to establish the extent to which intellectual stimulation enhanced performance of Mandera County government. Several items were applied to establish whether leaders challenge their

followers think about new ways of solving problems and what they think about the work environment.

Individualized Consideration

IC indicates the extent to which followers perceive their leaders as appealing to their dreams and hopes, maintaining peace and respect, role modelling, and trust. The study adopted indicators of attention to the needs of the followers, mentorship, and communication to measure the extent to which leaders have applied individualized consideration in their day – to – day management of the county affairs.

Government Policies

Devolution functions within the laid down government policies as defined by the legal, regulatory and policy frameworks. This suggests that government policies moderate or checks the conduct of public officers. Thus, several items on the proposed three indicators of government policies (legal, regulatory, and policy framework) were developed, where respondents rated the extent to which they adhere to government policies. The score of government policies were computed, where this score was applied to establish the extent to which government policies influence the relationship between TL and performance of Mandera County Government.

Performance of the County Government

Several indicators have been drafted to measure the performance of county governments, where researchers and evaluators seem to suggest service delivery, public rapport, and progress on going and completed projects/programs as the hallmark of performance. This study took a more nuanced approach to collect data on the performance of county government of Mandera. This was done by getting information from the ‘horse’s mouth’ on the progress of ongoing and/or completed projects/programs, number of sustainable projects/programmes, service delivery and performance process efficiency.

Measurement of the Variables

The study operationalizes the result of the efficacy of TL on the performance of Mandera County government. The independent variables were IC, IM, II, and IS. The moderating variable was government policies, while the dependent variable was the performance of Mandera County government. Table 1 offers a simplified understanding of the variables together with their measurements.

Table 1

Measurement of the Study Variables

Objective	Variable	Indicators	Measurement scale	Hypothesis Direction
To investigate the role of IC on performance of Mandera County government	Independent Individualized Consideration	• Attentive to the needs of the followers • Mentorship • Communication	Nominal/ Ordinal	H ₀ /H _a
To determine the influence of IM on performance of Mandera County government	Independent Inspirational Motivation	• Optimism • Stressing ambitious goals • Motivation	Nominal/ Ordinal	H ₀ /H _a
To establish the role of II on performance of Mandera County government	Independent Idealized Influence	• Confident • Focus on higher ideals and ethics • charismatic actions centred on mission, beliefs, and values	Nominal/ Ordinal	H ₀ /H _a
To assess the role of IS on performance of Mandera County government	Independent Intellectual Stimulation	• Creativity • Innovativeness • Problem Solving	Nominal/ Ordinal	H ₀ /H _a
To assess the moderating effect of government policies on the relationship between TL and performance of Mandera County government	Moderating Government Policies	• Legal Framework • Statutory/Regulatory Framework • Policy Framework	Nominal/ Ordinal	H ₀ /H _a
Performance of Mandera County government	Dependent Performance of Mandera County government	• Increase in accomplished projects/programmes • Performance process efficiency	Nominal/ Ordinal	H ₀ /H _a

Synthesis of Research Gaps

Several studies have been conducted on the dimensions of TL and organizational performance. Majority of the reviewed studies in this chapter have demonstrated that 4Is of TL are central to the achievement of organizational success (Buil et al., 2019; Pradhan & Pradhan, 2015; Rasool, 2015). However, many of the existing studies have been conducted in different sectors and/or industries, where this could lead to varied generalization. This study underscores that several studies have been carried on leadership styles, such as the 4Is of TL and how they impact on service delivery over and above organizational performance. Despite remarkable milestones in the present body of academic literature, there is tendency of studies to use various methodologies that can inhibit generalizations.

There are studies that have applied qualitative research methods in data collection and analysis (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018; Bernerth et al., 2018). Use of these qualitative approaches has been cited in several studies to be biased (Bergen & Labonte, 2020; Galdas, 2017). This evidence appears to suggest that even though studies have been conducted on TL, the current leadership literature seem to apply concepts, variables and methods that can water-down the strength of the existing findings. It is instructive to note that linking the 4Is of TL to organizational performance cannot be established using qualitative approaches; rather, quantitative approaches that will be used in this study will offer more clear and rigorous analysis of data to link the 4Is of TL to performance of the county government of Mandera.

Empirical studies reviewed in this paper have been conducted in other geographical locations and majorly in the private sector. For instance, most studies have focused on Asian multinational corporations, signifying that the results emanating from these countries cannot be replicated in the local context (Malik *et al.*, 2017; Li *et al.*, 2015). Studies conducted in Kenya have concentrated on the banking and education sectors, while others have focused on

the hospitality sector (Amin, 2016; Anderson, 2017; Smith & Squires, 2016). Studies conducted on devolution in Kenya have focused on the challenges and opportunities for Kenya's devolved units (Khaunya & Wawire, 2015). To this end, this study was guided by the fact that the existing studies within the realm of the devolved units in Kenya have negated the 4Is of TL.

The existing body of academic and policy literature has concentrated on the interplay between TL and performance at the level of the organization (Malik *et al.*, 2017; Sahu *et al.*, 2018); however, the current literature exhibits literature gaps since the existing studies have not delved into how organizations within the public sector can take advantage of TL to enhance organizational performance. Furthermore, there is no known study that has been conducted in Mandera County on how the devolved unit can augment its performance through the application of the 4Is of TL. Even though the present researches seem to have consensus on the measurement of TL, this study portends that there is no study that has applied the multifactor leadership questionnaire to appraise the extent to which TL has been applied in Kenya. Thus, this study used MLQ adopted from Avolio *et al.* (1999) who used 36 items applied in leadership styles.

Furthermore, the existing body of research has not provided nuanced information on the devolution outcomes in Kenya. Mixed results on the extent to which TL has transformed management of the public sector exhibits a research lacuna given that literature on public sector management has not aided and/or clarified the real effect of leadership practices on performance of county governments (Nezafati, 2016; Khaunya & Wawire, 2015). This appears to suggest that much of the existing evidence is anecdotal and largely inconclusive given that the concepts of devolution and its performance, which is a recurrent theme in leadership practice has not been exhaustively explored. This suggests that performance of the devolved

system of governance remains unresolved issue since the body of the existing knowledge suffers from inconclusive evidence.

Government policies as a moderating variable is yet to be explored since most of the studies, such as Mencl *et al.* (2016) have largely used the attributes of the leaders as a predictor variable. In the absence of this kind of information, much of the evidence in empirical literature is unreliable. Therefore, this study takes a holistic approach in determining the effect of the dimensions of TL on performance, while cognizant of the moderating role of government policies on devolution systems. This study was guided by lack of empirical evidence on the application of TL since most studies on leadership took place in varying contexts and hence the gap here is that this field is evolving and much of the research seems to focus on individual-level outcomes, implying that there has been limited scholarship to test the relationships on large aggregates, such as performance of the government agencies compared to just measuring the performance of the employees. This appears to suggest that the existing body of evidence assumes that countries and sectors have homogenous cultures, signifying that result from one sector/industry can be replicated on another, which is empirically unsound. To this end, this study sought to fill the existing gaps in literature by studying the interplay between the 4Is of TL and performance of the county government of Mandera.

Chapter Summary

This chapter has provided a review of theoretical and empirical literature on TL showing how it is intertwined with performance. The focus was on influence of IC, IM, II, and IS on performance. In addition, theories have been reviewed with a view to underlining the critical theoretical constructs that underline the study. The conceptual framework applied to identify key concepts, draw relationships, and highlight meaningful interactions between the concepts that have emerged from the literature has been provided. Empirical literature details how individuals and organizations can incorporate TL into their day – to – day operations by

entrenching a culture of inclusivity. The study adopted government policies as a moderating variable that is measured in terms of legal, policy, and statutory frameworks. Chapter three details the methodology that the study applied to select samples from the larger population, the means of data collection and eventual data collection.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter encompasses the methodological approaches employed in the study, from the conceptualization of the study, data collection and data analysis. The chapter contains the research design used, the variables examined, population and sample design, data collection procedure, data analysis plan and research ethics.

Research Philosophy

Saunders *et al.* (2015) defined research philosophy as the basis of knowledge on which fundamental dispositions of a study are built on. The research direction is regulated by research objectives that were developed to answer several questions in the study (Biesta, 2010). Research philosophies normally contain important assumptions on how researchers should view the world (Creswell & Clark, 2011). The study was based on the positivism approach. The key idea of positivism is that the social world exists externally, and its properties should be measured through objective methods, rather than being inferred subjectively through sensation, reflection or intuition (Saunders *et al.*, 2015). Park *et al.*, (2020) posit that the positivist paradigm assumes that a single tangible reality exists, a reality which can be understood, identified, and measured and is aligned to verifying a prior hypotheses and experimentation by operationalizing variables and measures. Identifying causal relationships through quantitative approaches is generally the focus of positivism paradigm.

Research design

Research design explains the roadmap that a study will use in data collection and analysis in addition to the conclusions and generalizations that are reached. Kothari (2014) explains that the choice of a particular research design is dependent on the skills of the

research in addition to the resources available for the study. The study employed a descriptive correlational research design to establish the interplay between TL and the performance of the County Government of Mandera. A descriptive correlational research design was applied in this study. Creswell and Creswell (2017) state that a correlation design determines whether two or more variables have any relationship. A correlation design was selected given its versatility in establishing the strength and direction of association between predictor variables (4Is of TL) and the outcome variable (performance of county government of Mandera). Thus, a correlational design was critical in determining whether TL was significantly associated with performance in the County Government of Mandera.

Population

The study targeted personnel appointed and/or in the office of the Governor and public service board employees of the county government who were concerned with the day – to – day running of the county affairs in 10 ministries of The County Government of Mandera. This suggests that the study targeted directors, executive committee members, chief officers, elected and nominated Members of the County Assembly (MCAs), members of the County Assembly Board, and members and employees of County Public Service Board. The total population for the study were 696 respondents as indicated in Table 2.

Table 2

Target Population

Category	Population	Percentage
Office of the Governor	20	3
CECs	10	1
Chief Officers	28	4
Directors	30	4
MCAs (elected & nominated):	48	7
County Public Service Board (Board members & employees)	534	77
County Assembly Board (Board members & employees)	26	4
Total	696	100

Source: Mandera County ICDP (2018-2022)

According to the Mandera County Integrated Development Plan (2018 - 2022), the county has 10 ministries with a functional Public Service Board. Owing to differences in attributes of the participants in terms of the department or sector they serve, a sample frame was developed in light of the different attributes of the respondents.

Sample Size Selected

The sample size was calculated using Fischer's et al (2019) formula at 95% confidence interval shown below:

$$n = p \times q \left[\frac{z}{e} \right]^2$$

Where:

n= required minimum sample size

p = the proportion belonging to the specified category

q = the proportion not belonging to the specified category

z = the value corresponding to the level of confidence required (90% cer-

tain=1.65, 95% certain= 1.96 and 99% certain=2.57)

e% = the margin of error required

The calculation of the sample size is thus.

P = 50%, q = 50%, z =1.96 (95% certain) e = 5% (i.e. within plus or minus 5% of the true percentage, the margin of error that can be tolerated).

$$n. = 50 \times 50 \times \left[\frac{1.96}{5} \right]^2$$

$$= 2500 \times 0.153664$$

$$= 384$$

Since the total target population was less than 10,000 the researcher further applied the finite correction formulae (nf) that is applied together with the Yamane formulae (1967) in successive steps as indicated:

$$n.' = 384 / \left[1 + \left(\frac{384}{N} \right) \right]$$

$$= 384/1.552 = 247.4667$$

Approx. = 247

The sample size was distributed among the the categories of the population. This ensured each category had a chance of representation in the study. Table 3 shows composition of the calculated sample population.

Table 3

Sample Size

Category	Population	Proportion (n/696*247)	Sample Size	%
Office of the Governor:	20	7.1	7	3
CECs:	10	3.6	4	1
Chief Officers	28	10.0	10	4
Directors:	30	10.7	11	4
MCAs (elected & nominated):	48	17.1	17	7
County Public Service Board (Board members & employees)	534	189.9	190	77
County Assembly Board (Board members & employees)	26	9.2	9	4
Total	696	-	247	100

Sampling Method

Given the infeasibility of collecting data from the entire population, the study adopted a sampling technique that ensured all the members of the population had equal chances for selection into the main study. Hence, the study adopted stratified random technique, where the population were clustered into departments of employees in the county according to the office of the Governor, County ministries, Public Service Board, and County Assembly. After clustering the population into homogenous groups, random samples were proportionately drawn according to the size of the groups as indicated in Table 3.

Types of Data

This study was quantitative in nature since it relied on numeric data to test the hypothesis whether the 4Is of TL had a statistically significant effect on the performance of Mandera

County Government. It is instructive to note that the study was delimited to quantitative approach in data collection and data analysis. The reason for this approach was to negate biasness that qualitative data may have brought to the study.

Data Collection Methods

Given the quantitative nature of the study, close-ended questionnaires were used to solicit for numeric data to aid in hypothesis testing. Questionnaires were preferred since they ensure anonymity of the respondents, they are easy to administer and accelerate the data collection process. The study adopted the most accepted MLQ adopted from Bass and Avolio (1995) which is applied to measure the TL in private and public sector and how TL is moderated by government policies to fill the existing knowledge gap. The questionnaire consisted of 5-point Likert questions, where 1 - Not at all 2 - Once in a while 3 = Sometimes 4 = Fairly often 5 = Frequently, if not always. Filling the questionnaire took a maximum of 30 minutes, where there were no right or wrong answers.

Where Covid -19 risks were high and where respondents had internet access (especially in Governor's office, County Assembly, and the County Executive Committee Member), respondents were emailed the survey questionnaire to fill. Physical questionnaires were administered to accessible respondents and those without internet access with the help of research assistants, where drop and pick method was used while observing Covid-19 protocols. The respondents were the top-level management team, middle, and first level employees of the county governments.

Data Collection Procedures

The questionnaires were administered to the respondents using a drop and pick method. This ensured that research participants had sufficient time to respond to the items in the questionnaire. To ensure that the process of collecting data was effective, clearance and

permits were obtained from relevant authorities, such as the County Commissioner of Mandera County, NACOSTI and PACU.

A formal request letter was delivered to the County Commissioner and County Secretary to seek permission to carry out the research in the county and formal authorization was granted. These approvals are found in Appendices V - IX. Emailing questionnaire due to Covid-19 to some respondents and the drop and pick method were used in data collection. During the entire data collection exercise, MoH Covid-19 protocols: wearing face masks, hand washing and social distancing were adhered to. The research assistants were trained and this enabled them to work efficiently. In addition, the training gave them a clear understanding of the ethics involved when one is conducting a research activity. This greatly helped in the way they interacted with the respondents.

Instrument Pre-Testing

Pilot Study

To check for reliability and validity of the questionnaire, a pilot experiment was conducted by administering questionnaires to 26 heads of departments of Mandera County Government. The pilot study was done through random sampling. The pilot test needs to account for 10% of the sample (Bell et al., 2017). This means that the researcher checked whether the pilot test met the recommended percentage. The pilot study enabled the researcher to establish if respondents were able to answer questions on the survey questionnaire. Where challenges were noted, questions were amended until respondents were able to fill the questionnaires for themselves. The pilot study enabled the researcher and research assistants understand the entire process of data collection, management and how to utilize available resources. Through the pilot study, feasibility and acceptability of the study were established. The results were used as the foundation for a full - scale study.

Validity of the Instruments

The credibility of the research instruments was established using content and construct validity. To ensure that the instruments achieved content validity, the items of the tools were constructed in a manner that represents the phenomenon under study. Adequate items were included in the questionnaire to ensure that the phenomenon under study was sufficiently captured to upscale validity. Furthermore, the questionnaire items were constructed in a way that was easier to understand by the respondents. To ensure construct validity, the questionnaire items were operationalized in light of the existing literature and theoretical framework.

Reliability of the Instruments

Reliability involves consistency, dependability and replicability of the findings obtained from the study. Reliability measures how stable these measurements are over time and how similar the measurements are in a particular period (Mendenhall et al., 2017). When conducting reliability of instruments in quantitative research, obtaining similar results is standard due to their numerical nature. In contrast, achieving identical findings in qualitative research is challenging and difficult due to the narrative form of the data and subjectivity.

To ensure that the research instruments provided consistency in terms of yielding similar results irrespective of the number of time data was collected, the Cronbach's alpha (1951) was conducted. To measure the internal consistency of the instruments, the coefficients from the Cronbach's alpha were within a limit of 0.7 and 1. Coefficients less than 0.7 were not acceptable, suggesting that the higher the coefficients of the Cronbach's alpha, the greater the internal consistency of the research instruments. Table 4 provides the reliability results.

Table 4

Pilot Study Results

Scale	Cronbach's Alpha	Number of Items	Verdict
Individualized consideration	0.830	12	Accepted
Inspirational motivation	0.817	13	Accepted
Idealized influence	0.844	13	Accepted
Intellectual stimulation	0.773	13	Accepted
Government policies	0.700	12	Accepted
Performance	0.874	10	Accepted

Table 4 indicates that all the items applied in calculating the Cronbach's alpha are within the recommended range of 0 and 1, which signifies that the reliability of the data collection instrument applied in this study was sufficiently reliable since it supported internal consistency of the results. The Cronbach's Alpha for the variables is above 0.70, which suggests that the internal consistency of the questionnaire is excellent. In addition, the individual Cronbach's Alpha for IC (0.830), IM (0.817), II (0.844), IS (0.773), Government policies (0.700) and Performance (0.874) was described as acceptable, good, or excellent.

Data Analysis Plan

To establish patterns and trends of the collected data, the data was cleaned, and efforts were made to ensure there was completeness and consistency of the collected data, denoting those missing values were not to be included in the analysis. Since drop and pick method and emailing of questionnaires were applied in data collection, data were entered into SPSS version 24 that was used to analyze quantitative data. The quantitative data yielded descriptive statistics (measures of central tendencies and measures of dispersion) and inferential statistics (linear regression analysis and Pearson correlation analysis). Descriptive statistics provided information on the trends and patterns of the data, while inferential statistics provided

information on the statistical significance of the relationships between and among variable or the lack thereof.

The data was safely stored and was not readily available until the findings of this study were accepted by the university and the thesis published. This was to protect the integrity of the data and ensure there further use of the data. Statisticians were involved during the data analysis phase. The supervisor formed part of the technical team that guided in writing the proposal in addition to supervising and guiding in the drafting of the final thesis. The researcher handled all data sets upon data entry and stored them in safe retrievable storage.

Empirical Model

The study applied two models: Linear Regression Model and Testing for Moderation Model. Univariate linear regression was employed to establish the single effect of the 4Is of TFL on performance of county government. Multiple linear regression was used to establish the combined effect of the 4Is of TFL on the performance of The County Government of Mandera. In addition to establishing the combined effect, the multiple linear regression provided regression coefficients that indicated the relative importance/weight of the 4Is of TFL. In other words, the study sought to establish relative weight of each dimension of TFL and their effect on performance of the County Government of Mandera. On the other hand, the moderating model described how government policies moderates the association between predictor variables and outcome variable.

The study applied the following regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Performance of County government of Mandera

β_0 = Constant Term

$\beta_1 - \beta_4$ = Regression coefficients

X_1 = Individualized Considerations

X_2 = Inspirational Motivation

X_3 = Idealized Influence

X_4 = Intellectual Stimulation

ϵ = error term

Testing of Moderation Effect

Moderation effect is tested differently from direct relationships involving predictor and outcome variables, suggesting that simple bivariate relationships are handled differently from relations between variables that involve a third variable, otherwise known as a moderator. Preacher, Zhang, and Zyphur (2016) underline that the addition of a third variable modifies the association between variables, which should be handled differently from simple bivariate relations between variables. In statistical analysis, the predictor variable is normally represented with capital letter X, the outcome variable with capital letter Y, while the third variable with Z. According to Fassott, Henseler, and Coelho (2016) the moderation model is applied to test whether the influence of the predictor X on outcome Y differs when the third variable Z is added. Towards this end, it is instructive to note that introduction of the moderator variable has the potential to change the direction and strength of association between the predictor variable and the response variable. Hayes (2017) argues that a moderator variable can change, reduce, or enhance the influence of the explanatory variable. The model for testing for moderation is presented below:

$$Y_t = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \epsilon$$

Where:

Y = Performance of County government of Mandera

β_0 = Constant Term,

β_0 = Constant,

$\beta_1 - \beta_3$ = Regression coefficients,

X = Composite of TFL (Individualized Considerations, Inspirational Motivation, Idealized Influence, Intellectual Stimulation).

Z = Government Policies

X*Z = Interaction term

ϵ = error term

Diagnostic Tests

In regression analysis, it is critical that certain irreducible minimums of inferential statistics are met before data is subjected to further analysis. Given that the current study applied linear regression, certain preliminary analysis was undertaken to establish if the available data set met certain criteria for analysis since data sets that are judged to be ‘noisy’ do not yield unbiased results. Some of the preliminary test analysis included normality tests, autocorrelation, multicollinearity tests and heteroscedasticity. Thus, the study conducted key preliminary statistical tests before running regressions.

Multicollinearity

Multicollinearity is one of assumptions of linear regression that must be fulfilled before data is regressed. Multicollinearity occurs when there is high correlation among the predictor variables. Presence of high correlation among the 4Is of TL could potentially yield inaccurate results since their collinearity affects eventual influence on performance when regressed. To check for multicollinearity, the study applied the Variance Inflation Factor and the formal detection-tolerance. It is instructive to note that values greater than 0.1 for tolerance indicate absence of correlation among the predictor variables, while values less than 10

for Variance Inflation Factor indicate lack of linear correlation among the independent variables.

Normality Tests

Data were tested for normal distribution since this is one of the assumptions of linear regression that should hold true to avoid spurious results. This means that data should not have ‘noisy’ outliers that could potentially affect the final result (Mishra et al., 2019). To conduct normality test, the null hypothesis that sample populations are normally distributed was tested using Shapiro-Wilk Test of normality. The p value of greater than 0.05 failed to reject the null hypothesis. This concluded that data were in tandem with a Gaussian distribution.

Autocorrelation

Durbin Watson test was applied to establish presence or the lack thereof for serial correlation. The test was conducted using the ANOVA where the figures for autocorrelation averaged at 2.0. This suggested lack of autocorrelation where the past values and the present values were not serially correlated.

Heteroscedasticity

Heteroscedasticity tests whether there is homogeneity in error variance. This means that errors along the line of best fit should be constant. Presence of unequal variance of errors violates assumptions of linear regression since the data is deemed to be noisy. Homogeneity of error variance was tested using the Breusch Pagan test, where the null hypothesis that data have equal error variance (Homoscedasticity). The results indicated that data had homoscedasticity, that is, homogeneity in error variance since the null hypothesis was not rejected ($p > .05$).

Ethical considerations

This study analysed primary data from sampled employees of The County Government of Mandera, denoting that the privacy rights of employees must be accorded optimum

respect. Data collection tools for the study were designed in a professional manner so that they were easy to understand for the respondents to offer consistent information. Before data collection, clearance was sought from NACOSTI and the ethical review board of PACU. In addition, clearance was sought from the county government - office of the County Commissioner and Mandera County Secretary. The researcher made it clear to the participating employees of the county that the collected data were for academic purposes only and that no form of monetary incentives were to be provided to the respondents. It was made clear to the respondents that they had the discretion to withdraw from the exercise if they felt uncomfortable. During data collection, codes were used in the questionnaires, while participants were asked not to indicate any emblems or pseudonyms that can be used to establish their identity.

The researcher encouraged participation by demonstrating the contribution of the research to knowledge, and to society and building trust with the participants to improve the buy-in. The researcher addressed any concerns or issues that the respondents held about the research and emphasized confidentiality and the short time commitment needed to complete the questionnaire. Throughout the data collection period, appropriate appointments to the county were made and explanations given on questions/statements that were unclear to the respondents. To ensure consistent data from respondents, instruments were piloted to establish their reliability, while all participants were accorded respect. Due diligence was undertaken to ensure the specific individuals who filled a given questionnaire was not revealed even to the lead researcher.

Summary of the Chapter

This chapter has presented the research methodology that was used in this study. This chapter has detailed the research philosophy, research design, units of observation, the size of the sample and the procedure used to achieve the sample. In addition, the chapter inquired

into the instrumentation where the questionnaire was pilot - tested to establish its validity and reliability. Further the chapter has presented methods of data collection, diagnostic tests, and ethical considerations. Data analysis and presentation techniques have also been presented and each method used justified. The instruments of data collection and procedures are also well highlighted. Chapter four presents well-informed explanation of data analysis, presentation and interpretation of findings, and discussion of findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents results and discussions of the findings on the efficacy of transformational leadership on the performance of County Government of Mandera. The study relied on primary data that was collected using self-reporting questionnaires to various respondents in Mandera County Government. To ensure appropriate data were collected, stratified random sampling technique was used. Proportionate samples were selected from each category to increase the representativeness of the population characteristics in the sampled respondents. The quantitative nature of the study in addition to the need to establish the relationship between the predictor variables (4Is of TL) and response variable (performance) justified the use of a correlational research design. This research design was critical in establishing the direction and strength of the association between the 4Is of TL and performance of the County Government of Mandera.

SPSS version 24 and Stata 15 software were applied in computing descriptive statistics (standard deviation, frequency, percentage, and mean) and inferential statistics (linear regression, factor analysis, chi-square, and correlation analysis). The structured questionnaire applied in the study was adopted from the MLQ for predictor variables. The standard MLQ was critical in drawing measures of the 4Is of TL and how they are associated with leadership performance. Data were presented using tables and figures. For enhanced visualizations, figures were colored effectively and labelled to increase readability. First, descriptive statistics were conducted to indicate patterns and trends of data, while inferential statistics were conducted to establish associations between variables. Diagnostics tests were critical in determining whether the data met various assumptions of linear regression analysis, such as

heteroscedasticity, autocorrelations, normality and collinearity.

Response Rate

The target population for the study was 696 respondents, which was narrowed to a sample size of 247 using the Fisher et al. Formula on sample size determination. From a sample of 247, data were successfully collected from 201 respondents, which represented a rate of response of 81.4% and a non-response rate of 18.6% as presented in table 5. The reasons for the 18.6% non-response rate were attributed to the refusal of some respondents, while others there was no any form of contact since some respondents were on leave or outside the county to perform official duties. Furthermore, respondents who did not return questionnaires were reluctant and raised confidentiality concerns even though this was explained to them. A response of 81.4% out of 100% was considered adequate given that the same is supported in the mainstream literature on the ideal response rate for social sciences. For instance, Baruch and Holtom (2008) and Taherdoost (2016) were of the view that responses of above 70 per cent are ideal for analysis of data. This suggests that 81.4% rate of response is perfect for analysis of data and can inform valid conclusions. The rate of response is presented in Table 5.

Table 5

Response Rate

Category	Frequency	Percentage
Response	201	81.4
Non-Response	46	18.6
Total	247	100.0

Socio-Demographic Attributes of the Respondents

The social-demographics attributes of the respondents used for the study focused on the gender of the respondents, age, level of formal education, years served in public service, sector of service and position held by the respondents. Collection of biodata was informed by

the need to understand how the attributes of the respondents manifest across the study variables and establish whether they were statistically associated with TL in the County Government of Mandera. Data from 201 respondents were collected by observing ethical considerations laid out in the study. Table 6 visualizes the analyzed data.

Table 6

Respondent's Social Demographic Attributes

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	108	53.7
	Female	93	46.3
What is your age?	18- 25 years	14	7.0
	26-30 years	98	48.8
	31-40 years	38	18.9
	41 years or older	51	25.4
	No formal education	-	-
What is your highest level of formal education?	Primary level	-	-
	Secondary level	13	6.5
	College/University level	188	93.5
	Less than 1 year	21	10.4
How many years have you served in public service?	1-5 years	35	17.4
	6-10 years	34	16.9
	11-15 years	72	35.8
	Over 16 years	39	19.4
	Governor's Office	6	3.0
What is your sector of service?	MCA	10	5.0
	County Directors	9	4.5
	CEC'S	4	2.0
	Chief Officers	9	4.5
	County Assembly Board	9	4.5
	County Public Service Board	154	76.6
	Top level management	61	30.3
Indicate the position you hold	Middle level	65	32.3
	First level	75	37.3

Gender of the Respondents

Data was sought from the respondents to establish their gender since the leaders' gender has been mooted in the mainstream literature to influence the leadership style in addition to leadership performance. Analysis of the collected data are visualized in Figure 3.

Figure 3

Gender of the Respondents

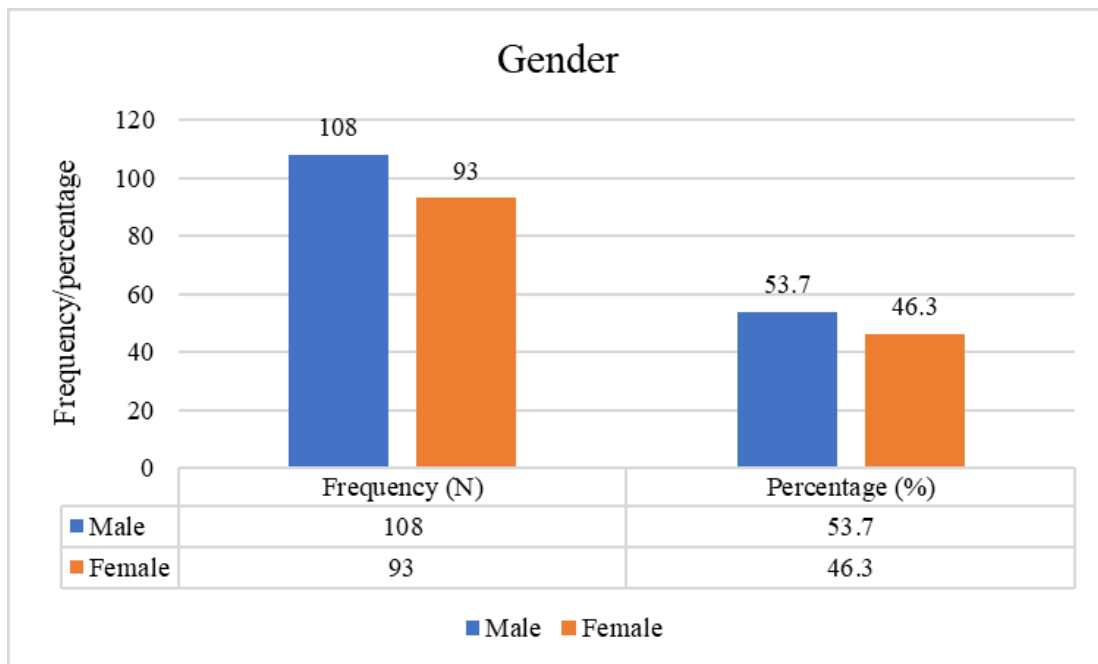


Figure 3 illustrates that majority (53.7%) of those who participated in the study were male, while 46.3% were female. This is not surprising given that men have more access to education opportunities in most parts of North Kenya in addition to the prevailing cultural predispositions that disadvantage women to acquire education and take of leadership positions (Hadija et al., 2013). Furthermore, the patriarchal structures in the county of Mandera appear to negate women in leadership and blue-collar employment opportunities. However, as the society moves closer to the contemporary status, this is expected to change. The gap in the places of work has been heavily studied in the mainstream literature by Kiser (2015) among others, who argue that attitudes and organizational culture determine equality in workplaces. Thus, this finding provides snapshots on what needs to change in the county

government of Mandera. Wu and Cheng (2016) propose that workplace gender equality is central to the achievement of the organizational goals since it (gender equality) introduces the missing link on diversity in the workplace.

Respondents' Age

The study sought to determine the age of the respondents to partially establish their level of experience in the realm of public sector administration. The age of the respondents partially determines their work-related attitudes, preferences, workplace participation and involvement. Figure 4 displays the analyzed data.

Figure 4

Respondents' Age

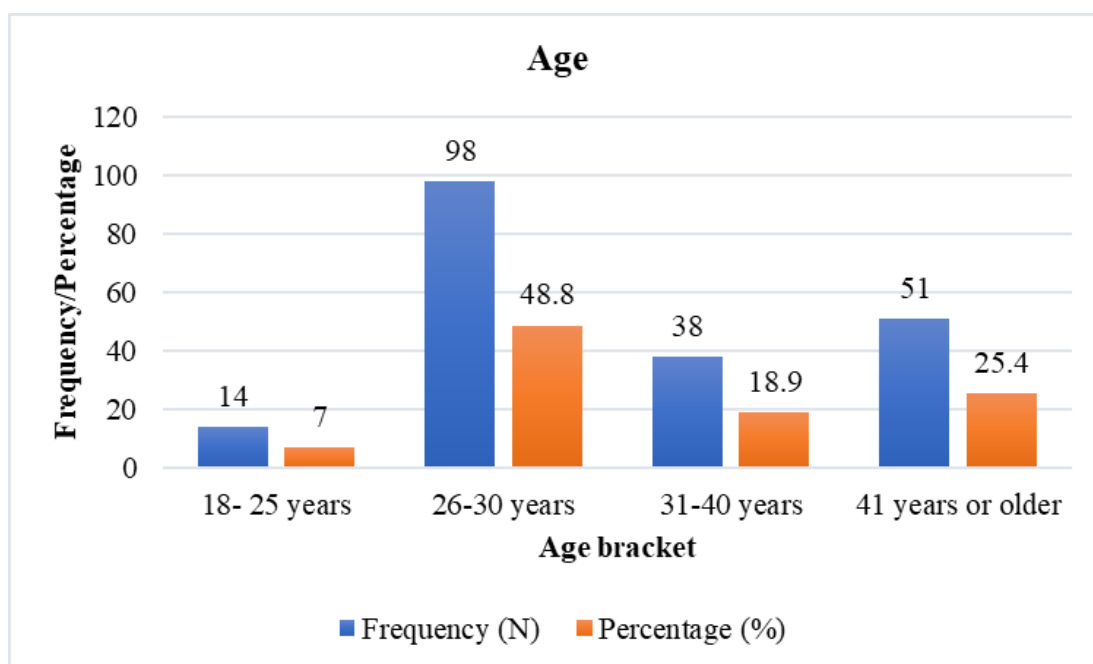


Figure 4 illustrates that majority (48.8%) of the respondents were 26-30 years of age followed by a quarter (25.4%) of the respondents who were 41 years of age or older. On the other hand, 7.0% of the respondents were 18-25 years, whereas 18.9% of the respondents were 31-40 years of age. It is not surprising given that most of the employees are at support/entry level. In addition, most of these cluster of employees in the County Government of Mandera are involved in the day-to day affairs of the county in addition to their availability in

their place of work. Given that counties are a fairly new dispensation in Kenya, most of the employees are young people just out of college and universities. Furthermore, most of them do not occupy management or senior positions owing to their experience and level of education qualification. This finding is relatable to the assertions made by Abubakar et al. (2019) who stated that decision-making in organizations is a function of knowledge management which is tied with older employees since they possess the requisite experience for decision-making.

Level of Formal Education

Data on the level of formal education was sought to establish the qualification of the respondents since employment in Kenya's county governments requires employees with post-secondary education, starting with the governor and the deputy who should be in possession of minimum of bachelors' degree (Kenya, 2013). Analysis of the data is visualized in Figure 5.

Figure 5

Level of Formal Education

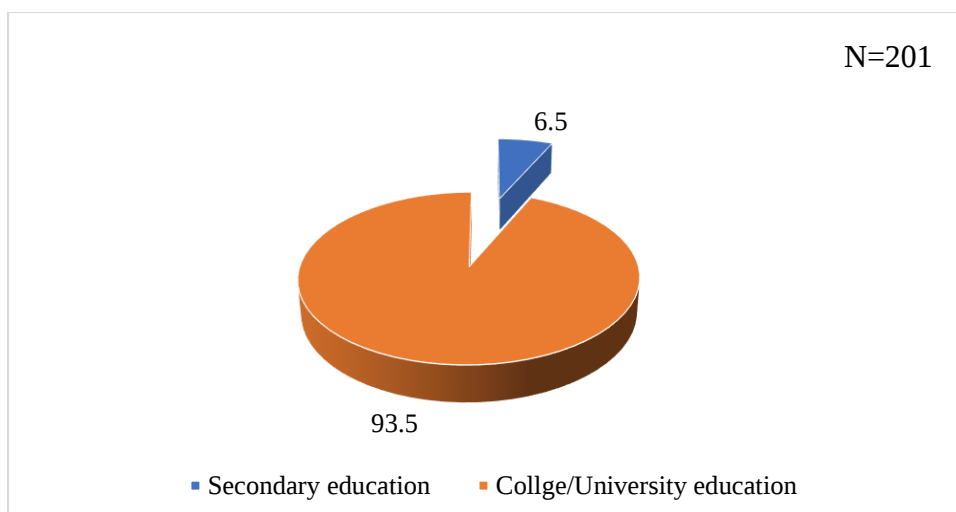


Figure 5 presents data on the respondents' level of education. From the collected data, nearly all (93.5%) respondents had college/university education, whereas 6.5% had

secondary education. It is not unexpected that all respondents had secondary, college and university education since this is the minimum requirements for one to get employment opportunities in the county. All the formal positions in the county need some form of education and training since job descriptions require prospective employees to express skills and expertise. Importantly, the law in Kenya requires one to have education qualification from reputable universities and colleges. The requirement for one to possess formal education has been mooted in the literature (for example, Holzer, 2015) who portend that formal education is critical for the development of the employees. Moreover, Heinrich et al. (2015) suggested that formal education is critical for innovative ideas in the places of work. Thus, it is not surprising that majority of the employees had the minimum qualification, first to work in the county and secondly, to understand the concept of transformational leadership and how it relates to the performance of the county.

Years Served in the Public Service

Further, the study sought data on the years served in the public service since this was a more nuanced measure of their experience in the public sector compared to the years worked in the County Government of Mandera or any other county. The years served in the public service represented the experience of the respondents. Thus, the years worked in the public service was critical in understanding the extent to which the respondents considered their followers as transformational leaders or not as presented in Figure 6 below:

Figure 6

Years Served in the Public Service

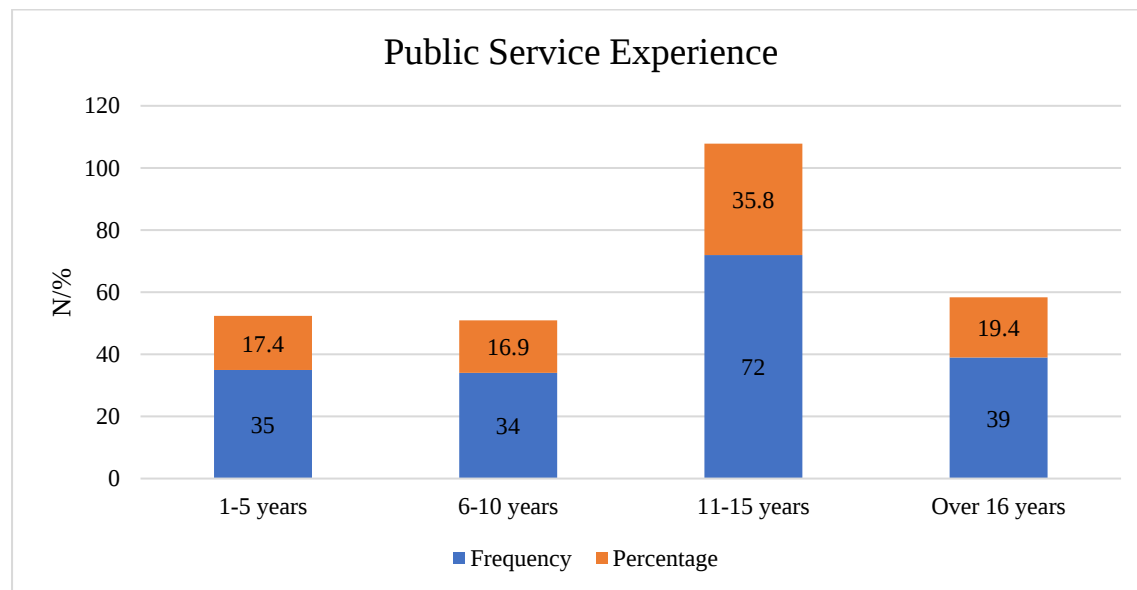


Figure 6 illustrates the public service experience as self-reported in the questionnaires. From the collected data, majority (35.8%) of those who participated in the study were in the public service for 11-15 years followed by 19.4% who had an experience of over 16 years in the public service. In contrast, 17.4% and 16.9% were in the public service for a period of 1-5 years and 6-10 years respectively. This evidence infers that most of the respondents had adequate experience to understand the dynamics of organizational leadership and how a transformational approach may enhance the fortunes in the public sector organizations. Asencio (2016)'s work relates well with the results in this section by stating that public service experience is critical to understanding various leadership styles and how they influence organizational performance by predicting among others: employee motivation and attitudes.

Sector of Service

The study sought data on the respondents' sector of service to establish distribution of the respondents in their various sectors. This was done in part to ensure that data reflected the various departments since this indicates the extent to which population attributes or

parameters are characterized in the sample population. Figure 7 presented the analysis of the collected data.

Figure 7

Sector of Service

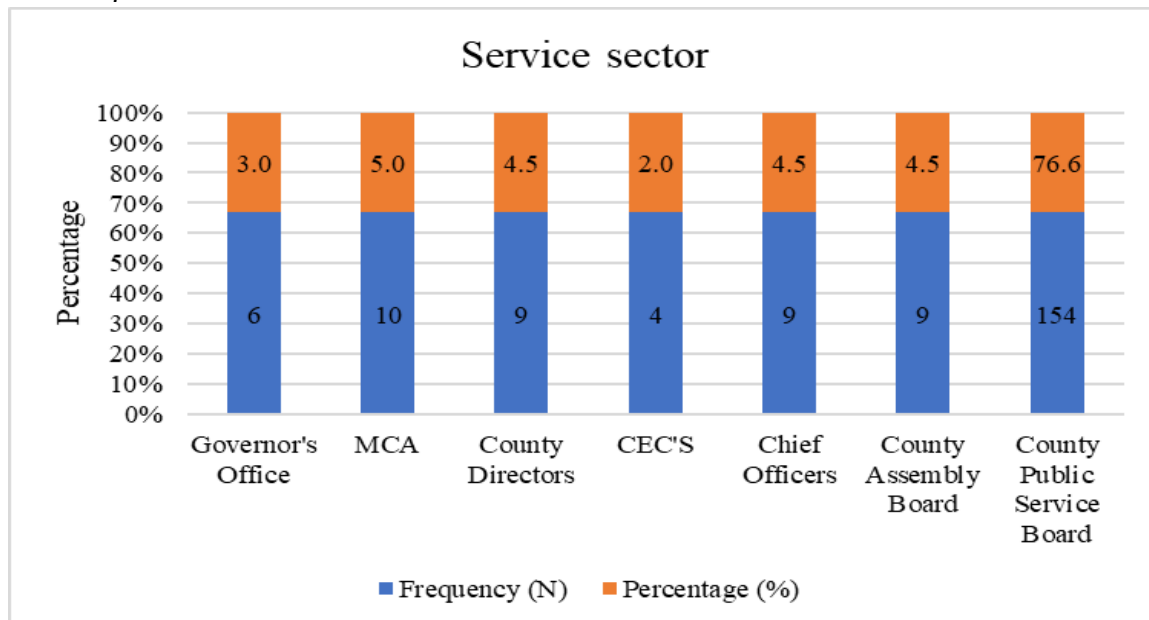


Figure 7 illustrates the findings of data on the respondents' sector/department/ministry of services. Analysis of the collected data reveals that 76.6% of the respondents worked under the County Public Service Board (CPSB) followed by 4.5% of the respondents who worked with the County Assembly Board (CAB), Chief Officers (Cos), and County Directors. On the flip side, 2.0% of the respondents were County Executive Committee Members (CECs). In addition, 5.0 % of the respondents were either elected or nominated (no disaggregation was done) Members of the County Assembly (MCAs), whereas 3.0% of the respondents were from the Office of the Governor. Thus, it is evident that data were solicited across all ranks and departments/offices in the County Government of Mandera, suggesting that the sample population possesses the attributes of the larger population. The need to have a representative sample that has the population characteristics has been suggested by Etikan and Bala (2017) who underline the need for sampling and sampling methods to be done meticulously for the purpose of reducing the standard errors when estimating sample populations.

Position Held by the Respondents

Data on the respondents' position was sought in order to establish the intricacies between TL style and goal accomplishment in the County Government of Mandera. This section enabled the study to establish the extent of the position held by the respondents and whether all cadres of employees were part of the study. Figure 8 displays the collected data.

Figure 8

Position Held by the Respondents

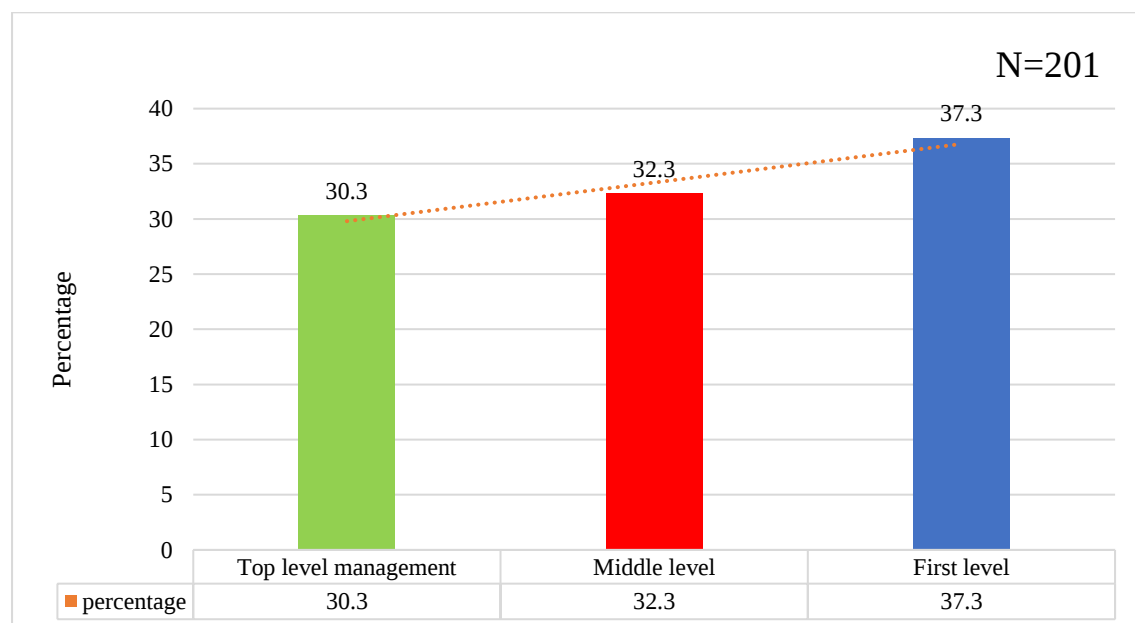


Figure 8 illustrates the findings on the respondents' positions in the County Government of Mandera. Top level management represented the cluster of employees who generally communicated directions to the next cadre who were to finally communicate to the lower units. Middle level management received communication from the top management and directly communicated the expectations of the county to the first level employees to implement actual policies. From the analyzed data, majority (37.3%) of the employees were first level employees followed by 32.3% who occupied the middle level management positions and finally 30.3% were top management level employees. This was expected since most of the employees are junior officers who get communication from the top hierarchy through the middle

level managers. Furthermore, the hierarchy of any organizations is highly populated on the lower levels with lean management teams at the top to control policy making.

Respondents' Perception of their Leaders Disaggregated by Socio-Demographics

The study sought to establish how those who participated in the study perceived their leaders in relation to transformational leadership. The question posed to the respondents was binary (yes/no) and respondents were required to affirm or disagree on whether leaders in the County Government of Mandera encouraged transformational leadership in the management of the county affairs. To offer an accentuated understanding on the manner in which transformational leadership was entrenched in The County Government of Mandera, the chi-square test of association was applied to test whether socio-demographic attributes of the respondents were statistically related with perceptions on the entrenchment of transformational leadership. Thus, the chi-square was applied to establish whether there existed significant associations between socio-demographic features of the respondents and transformational leadership. Table 7 presents the results of the analyzed data.

Table 7

Respondents' Perception of their Leaders

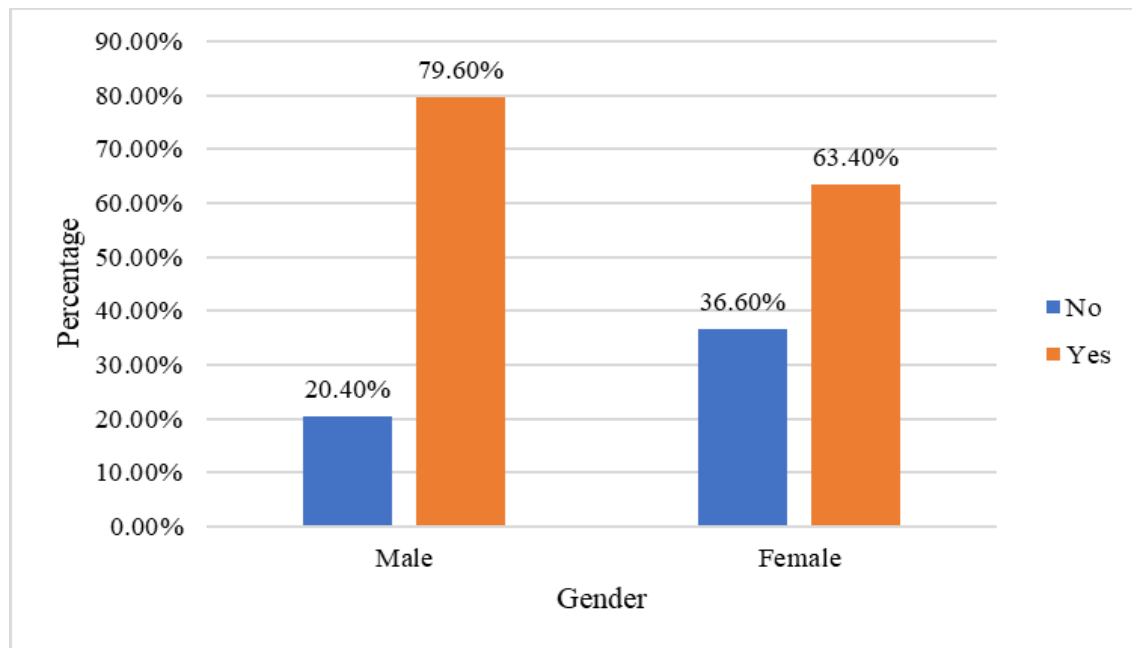
Variable	Category	No	Yes	Chi-square (χ^2)
Gender	Male	22 (20.4%)	86 (79.6%)	$\chi^2=6.516$; df=1; p=0.011
	Female	34 (36.6%)	59 (63.4%)	
What is your age?	18- 25 years	7 (50.0%)	7 (50.0%)	$\chi^2=3.688$; df=3; p=0.297
	26-30 years	26 (26.5%)	72 (73.5%)	
	31-40 years	10 (26.3%)	28 (73.7%)	
	41 years or older	13 (25.5%)	38(74.5%)	
What is your highest level of formal education?	No formal education	-	-	$\chi^2=4.670$; df=1; p=0.031
	Primary level	-	-	
	Secondary level	7 (53.8%)	6 (46.2%)	
	College/University level	49 (26.1%)	139 (73.9%)	
How many years have you served in public service?	Less than 1 year	10 (47.6%)	11 (52.4%)	$\chi^2=12.939$; df=4; p=0.012
	1-5 years	7 (20.0%)	28 (80.0%)	
	6-10 years	15 (44.1%)	19 (55.9%)	
	11-15 years	18 (25.0%)	54 (75.0%)	
	Over 16 years	6 (15.4%)	33 (84.6%)	
What is your sector of service?	Governor's Office	0 (0.0%)	6 (100.0%)	$\chi^2=4.140$; df=6; p=0.658
	MCA	2 (20.0%)	8 (80.0%)	
	County Directors	3 (33.3%)	6 (66.7%)	
	CEC'S	2 (22.2%)	7 (77.8%)	
	Chief Officers	2 (20.0%)	8 (80.0%)	
	County Assembly Board	7 (24.1%)	22 (75.9%)	
	County Public Service Board	40 (31.2%)	88 (68.8%)	
Indicate the position you hold	Top level management	16 (26.2%)	45 (73.8%)	$\chi^2=0.469$; df=2; p=0.791
	Middle level	17 (26.2%)	48 (73.8%)	
	First level	23 (30.7%)	145 (72.1%)	

The study sought to determine the association between gender and transformational leadership. From the analyzed data, more than three quarters (79.6%) male respondents perceived their leaders as transformational compared to 63.4% of the female respondents who perceived their leaders as transformational. Using the chi-square test of association, respondents' gender was significantly associated with transformational leadership in the county

government of Mandera ($\chi^2=6.516$; $df=1$; $p=0.011$). Figure 9 displays the test of association between gender and transformational leadership.

Figure 9

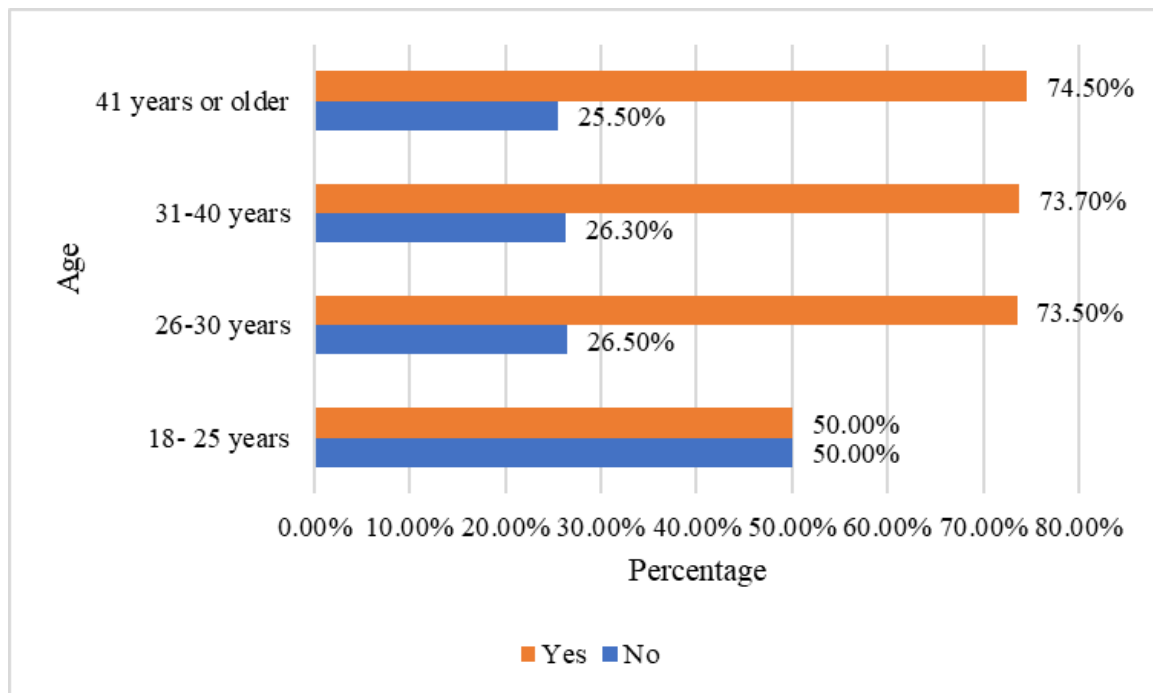
Gender and Transformational Leadership



The study sought to test the association between the age of the respondents and transformational leadership in the County Government of Mandera. Analysis of the data indicated that more than two-thirds (74.5%) of the participants who were more than 41 years old perceived their leader as transformational leaders compared to the 31-40 years (73.7%), 26-30 years (73.5%), and 18-25 years (50.0%). Using the chi-square test of association, respondents' age was not significantly associated with transformational leadership in the County Government of Mandera ($\chi^2=3.688$; $df=3$; $p=0.297$). Figure 10 pictures the test of association between age and transformational leadership.

Figure 10

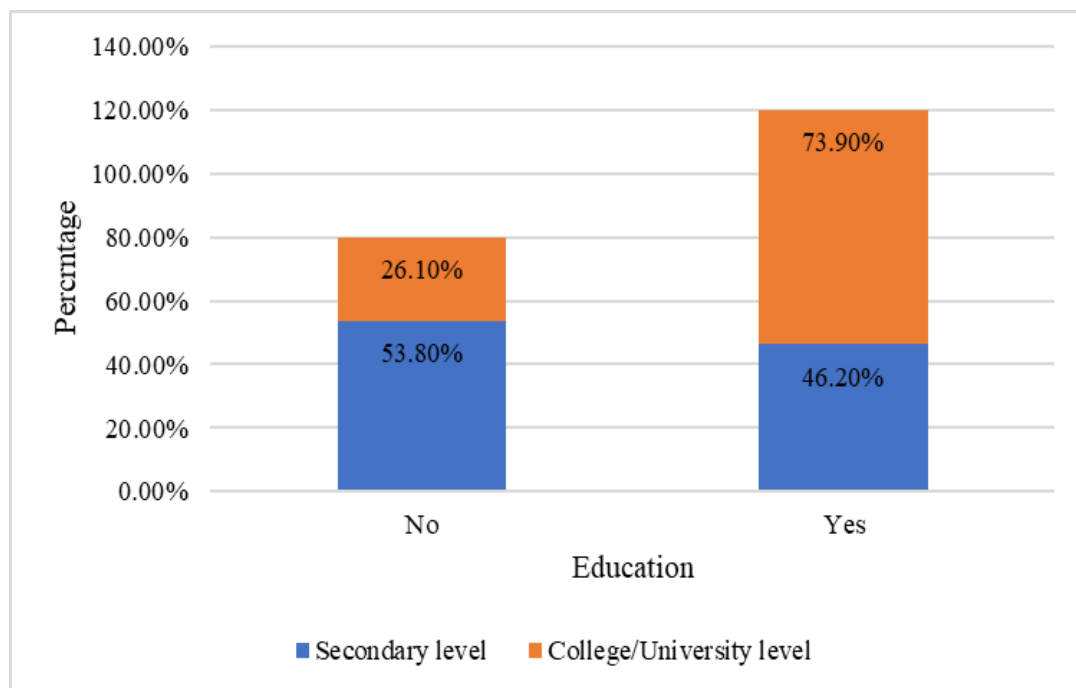
Age and Transformational Leadership



The study sought to test the association between the education level of the respondents and transformational leadership in The County Government of Mandera. Analysis of data indicated that more than two-thirds (73.9%) of the respondents with college or university education perceived their leader as transformational leaders compared to those with secondary education (53.8%) who did not perceive transformational leadership in their leaders. Using the chi-square test of association, respondents' education level was significantly associated with transformational leadership in the county government of Mandera ($\chi^2=4.670$; $df=1$; $p=0.031$). Figure 11 displays the test of association between education level and transformational leadership.

Figure 11

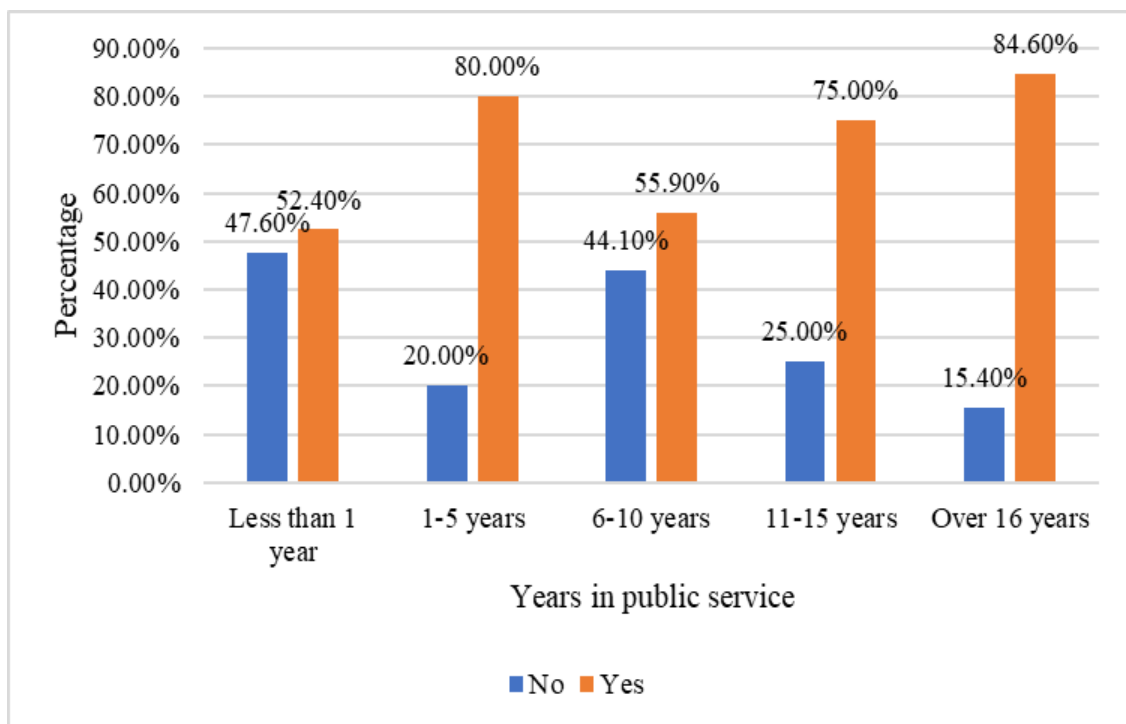
Education Level and Transformational Leadership



The study aimed to test the relationship between the respondents' years in public service and transformational leadership in The County Government of Mandera. Analysis of the data indicated that more than three-quarters (84.6%) of the respondents with over 16 years of service in public service perceived their leader as transformational leaders compared to those with 1-5 years (80.0%), 11-15 years (75.0%), 6-10 years (55.9%) and less than 1 year (52.4%) perceived transformational leadership in their leaders. Using the chi-square test of association, respondents' years in public service was significantly associated with transformational leadership in The County Government of Mandera ($\chi^2=12.939$; $df=4$; $p=0.012$). Figure 12 illustrates the test of association between years in public service and transformational leadership.

Figure 12

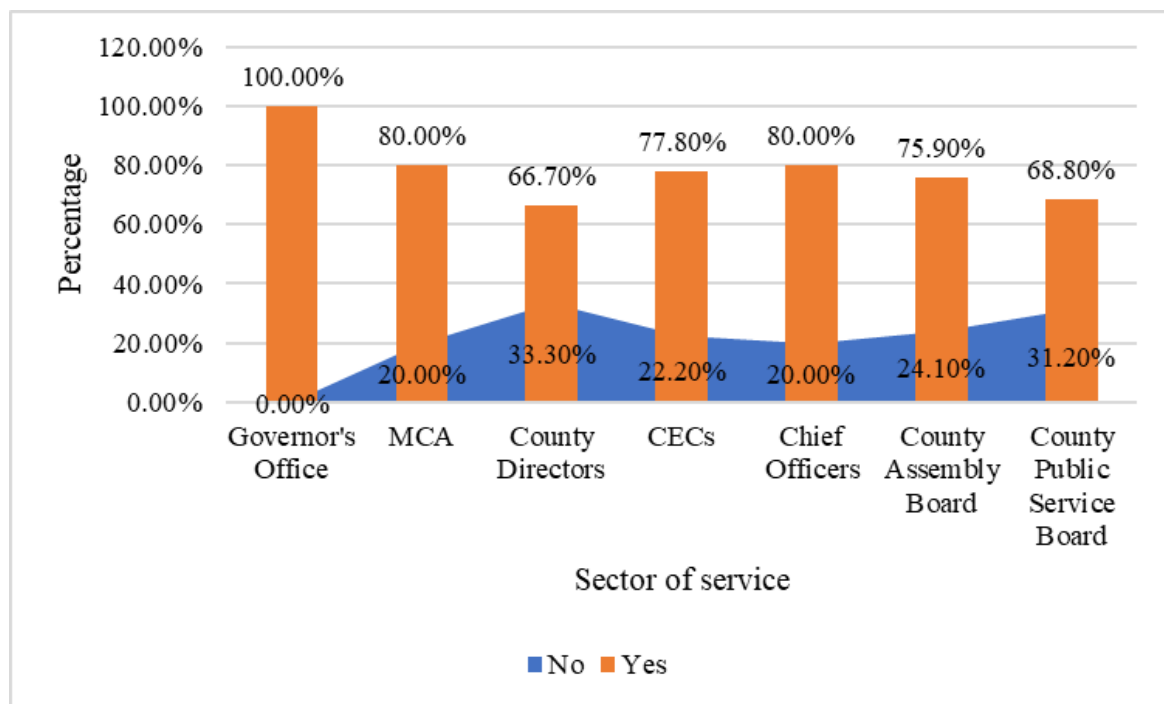
Public Service and Transformational Leadership



This study attempted to test the association between the respondents' sector of service and transformational leadership in The County Government of Mandera. Analysis of the data indicated that more all (100.0%) the respondents in the office of the Governor perceived their leader as transformational leaders compared to MCA (80.0%), County Directors (66.7%), CECs (77.8%), Chief Officers (80.0%), County Assembly Board (75.9%) and County Public Service Board (68.8%) perceived transformational leadership in their leaders. Using the chi-square test of association, respondents' sector of service was not significantly associated with transformational leadership in the County Government of Mandera ($\chi^2=4.140$; $df=6$; $p=0.658$). Figure 13 visualizes the test of association between sector of service and transformational leadership.

Figure 13

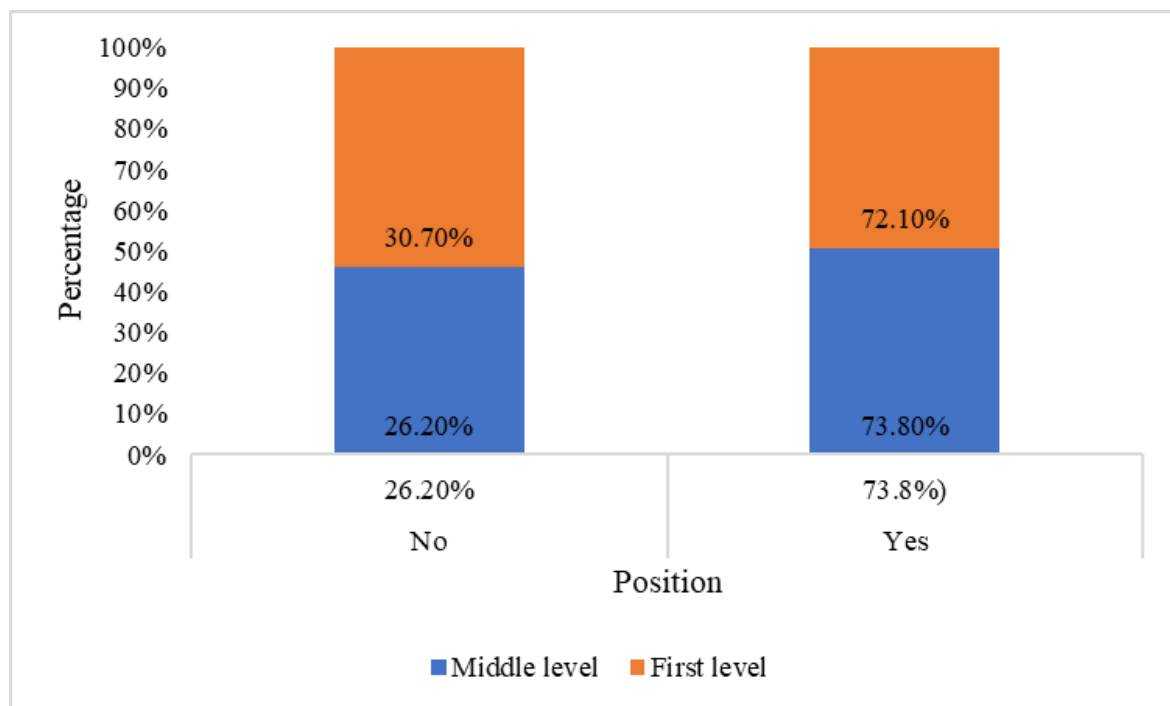
Sector of Service and Transformational Leadership



The study set out to test the association between the respondents' position and transformational leadership in the County Government of Mandera. Analysis of the collected data indicated that more than two-thirds (73.8%) of the respondents in both the top and middle level management perceived their leader as transformational leaders compared to those in the first level management (72.1%) who perceived transformational leadership in their leaders. Applying the chi-square test of association, the position of the respondents was not significantly associated with transformational leadership in the County Government of Mandera ($\chi^2=0.469$; $df=2$; $p=0.791$). Figure 12 indicates the test of association between position of the respondents and transformational leadership.

Figure 14

Position and Transformational Leadership



Descriptive Statistics

This section covered the analysis of collected data, which was conducted in light of the specific study objectives. Descriptive statistics used in this study include percentage, mean, standard deviation (S.D.) and coefficient of variation (CV) to measure the dispersion of data points around the mean. The use of descriptive analysis enhanced the description of trends and patterns in the data. A 5-point Likert scale was applied in the study. The following sections present and discuss findings.

Individualized Consideration

The first study objective was to investigate the role of individualized consideration on performance of Mandera County Government. To address this objective, respondents who took part in this research work were provided with statements that described various aspects of individualized consideration and were required to rate them on 5-point Likert scale. Data

collected under this subsection was described using percentage, S.D., mean, and coefficient of variation. The findings of the study are summarized in Table 8.

Table 8

Individualized Consideration

Individualized consideration	1	2	3	4	5	M	SD	CV (%)
I help others develop themselves	1.5%	10.9%	19.9%	29.9%	37.8%	3.9	1.07	27.4%
I let others know how I think they are doing	3.5%	8.5%	14.4%	19.4%	54.2%	4.1	1.15	28.0%
I give personal attention to others who seem rejected	1.0%	9.5%	15.4%	23.9%	50.2%	4.1	1.06	25.6%
My individual effort is valued	2.0%	31.3%	17.4%	21.4%	27.9%	3.4	1.25	36.5%
Personal compliments are given for extemporaneous performance	2.0%	21.4%	13.4%	18.4%	44.8%	3.8	1.26	33.0%
The county government leadership provides of effort for achievement of given goals.	11.4%	12.9%	11.4%	22.9%	41.3%	3.7	1.41	38.2%
The county government give personal attention to those who seem dejected	5.0%	14.9%	13.4%	23.4%	43.3%	3.9	1.26	32.8%
The county government leadership encourages personal attention to employees who look neglected and lonely	1.5%	17.4%	23.9%	20.9%	36.3%	3.7	1.17	31.3%
Time is spent coaching and teaching me	10.9%	15.9%	16.9%	12.9%	43.3%	3.6	1.44	39.9%
There are opportunities for learning	2.0%	15.9%	15.4%	18.9%	47.8%	3.9	1.20	30.5%
I am assigned roles that I qualify	7.0%	10.9%	14.9%	24.4%	42.8%	3.9	1.28	33.1%
Management is sensitive to individual needs and aspirations	8.5%	21.4%	9.0%	12.9%	48.3%	3.7	1.45	39.2%

Table 8 illustrates that majority (37.8%) of the respondents noted that they frequently helped others to develop themselves, whereas 29.9% stated that they fairly often helped others develop themselves. Slightly below two-tenths (19.9%) and a tenth (10.9%) were of the view that they sometimes and once in a while helped others develop themselves respectively. Few (1.5%) respondents posited that they did not at all help others develop themselves. The computed mean of 3.9 from the first statement is a sharp pointer to the fact that majority of the respondents helped others develop themselves. The S.D. of 1.07 suggests that the views of responses of those who participated in the study clustered around the mean response. In other words, the deviation affirms variations in responses.

On the second statement, results of the study revealed that more than half (54.2%) of those who participated in the study stated that they frequently let others know how they think they are doing while 19.4% indicated that they let others know how they think they are doing. On the other hand, 14.4% and 8.5% acknowledged that they sometimes and once in a while let others know how they think they are doing respectively. Only 3.5% reported that they did not at all let others know how they think they are doing. The mean of 4.1 under this statement espouses that majority of the respondents from Mandera County Governments let others know how they think they are doing. The S.D. value of 1.15 elucidates that there was clustering of respondents' views around the mean response.

Based on the third statement, evidence from the synthesis of the collected data established that a half (50.2%) of the respondents frequently gave attention at a personal level to those who seemed rejected whereas 23.9% of them were of the opinion that they fairly often provided attention to the dejected people around them. Further, 15.4% noted that they gave personal attention, while 9.5% and 1.0% reported that they once in a while and not at all practice this aspect of individualized consideration respectively. The mean of 4.1 signifies that

most of the respondents gave personally listened to others who appeared rejected. The answers from the respondents of the study were varied as illustrated by the S.D. of 1.06.

The findings of the study in respect to the fourth statement revealed that many (31.3%) of those who participated in the study once in a while felt that their individual effort was valued, 27.9% stated that they frequently presumed that their individual effort was valued while 21.4% fairly often related to this aspect of individualized consideration. Conversely, 17.4% and 2.0% of the respondents sometimes and not at all considered that their individual efforts were valued. The mean value of 3.4 validates that many of the research participants were of the view that they fairly often perceived that their individual efforts were valued. The clustering of the respondents' views around the mean response is indicated by a S.D. of 1.25.

On the fifth statement, majority (44.8%) stated that personal compliments were given frequently for extemporary performance, 21.4% of them indicated that personal compliments were given once in a while whereas, 18.4% reported that this aspect of individualized consideration was manifested fairly often. On the other hand, 2.0% were of the opinion that personal compliments were not given at all for extemporary performance. The mean of 3.8 evinces that a number of the respondents opined that, personal compliments were given fairly often. The standard deviation value of 1.26 exemplifies that the feedback from the respondents was varied.

From the sixth statement, majority (41.3%) of those who participated in the study acknowledged that the county government leadership frequently provided effort for achievement of given goals, 22.9% of them disclosed that the county government leadership fairly often provided for effort for achievement of given goals while 12.9% posited that this aspect of individualized consideration was practiced once in a while. Further, the findings showed that 11.4% noted that the devolved government sometimes appreciated the effort for

achievement of given goals. The mean of 3.7 and the standard deviation of 1.41 is an indication that the county government leadership provides for the effort for achievement of given goals.

The results from the above table established that majority (43.3%) of those who participated in the study stated that the devolved government frequently gave personal attention to those who seemed dejected whereas 23.4% were of the opinion that the devolved unit fairly often gave personal attention to those who seemed dejected. Moreover, the results of the study demonstrated that 14.9% noted that county government once in a while gave personal attention to those who seemed dejected whereas 13.4% averred that the devolved system of governance sometimes gave personalized attention to its unhappy workforce. A fifth (5.0%) of those who participated in the study outlined that county government did not at all give personal attention to those who seemed dejected. The mean of 3.9 intimate that many of those who participated in the study were of the opinion that the county government fairly often gave personal attention to the dejected workforce. The standard deviation of 1.26 signals the clustering of the views of the respondents around the mean response.

From the eighth statement, majority (36.3%) disclosed that the devolved government leadership frequently showed empathy to those who felt secluded and ignored, 20.9% of them posited that the leadership in the county fairly often offered individual attention to the lonely and ignored employees while 23.9% asserted that the devolved unit sometimes encourages personal attention to employees who look neglected and lonely. On the other hand, 17.4% indicated once in a while encourages personal attention to the lonely and neglected employees. Those who were of the view that the county government leadership did not at all offer personal attention to the lonely and dejected employees were less than a fifth (1.5%). The mean of 3.7 and a S.D. of 1.17 is an indication that the county government leadership fairly often encourages personal attention to the lonely and neglected employees.

Moreover, it was established that many (43.3%) stated that time is spent coaching and teaching them frequently while 12.9% disclosed that time is spent coaching and teaching them fairly often. Similarly, 16.9% were of opinion that sometimes time is spent coaching and teaching them whereas 15.9% detailed that time was spent coaching and teaching them once in a while. About a tenth (10.9%) disclosed that time was not at all spent coaching and teaching them. A computed mean of 3.6 shows that most those who participated in the study were of the view that time was spent in coaching and teaching them. The answers provided by the respondents were varied as depicted by a S.D. of 1.44.

Furthermore, nearly half (47.8%) affirmed that frequent opportunities for teaching, 18.9% stated that opportunities for teaching are fairly often, while 15.4% of the respondents noted that sometimes there are opportunities for teaching. In addition, the findings established that 15.9% and 2.0% outlined opportunities for teaching appear once in a while and not at all respectively. The mean of 3.9 exemplifies that most respondents acknowledged that the opportunities for teaching were fairly often. The standard deviation of 1.20 explains that there were variations in responses from the respondents.

Notably, many (42.8%) of those who participated in the study averred that they were frequently assigned roles that they qualified, 24.4% of them posited that they are fairly often allocated roles that they qualified whereas 14.9% affirmed that they are assigned roles they qualified. Equally, the findings espouse that there are respondents who were once in a while (10.9%) assigned duties that they qualified while others were not at all (7.0%) given roles where they were well qualified. The mean of 3.9 and a S.D. of 1.28 denote that most of those who participated in the study were allotted roles that they qualified.

The last statement under individualized consideration was in respect to the management's sensitivity to individual needs and aspirations. Results under this statement indicate that almost a half (48.3%) of the respondents asserted that there was frequent management

sensitivity to individual needs and aspirations; whereas, 21.4% noted that management was once in a while sensitive to individual needs and aspirations. Moreover, the findings indicate that 12.9% posited that management was fairly often sensitive to individual needs and aspirations, whereas 9.0% revealed that sometimes the management was sensitive to individual needs and aspirations. Less than a tenth (8.5%) averred that the management was not at all sensitive to individual needs and aspirations. The mean of 3.7 evinces that most of the respondents divulged that management was sensitive to individual needs and aspirations of the employees. Clustering of the views of the respondents around the mean response is illustrated by the standard deviation value of 1.45.

Inspirational Motivation

The second study objective was to determine the influence of IM on performance of Mandera County Government in Kenya. The respondents to the study were provided with statements that described various aspects of inspirational motivation under transformational leadership and were required to rank them on 5-point Likert scale. Results are tabulated in Table 9.

Table 9

Inspirational Motivation

Inspirational motivation	1	2	3	4	5	M	SD	CV (%)
I express with a few simple words what we could and should do	5.5%	10.4%	11.9%	17.9%	54.2%	4.0	1.26	31.0%
I provide appealing images about what we can do	3.0%	10.0%	15.4%	22.9%	48.8%	4.0	1.15	28.3%
I help others find meaning in their work	4.0%	12.9%	13.4%	23.4%	46.3%	4.0	1.22	30.8%
There is shared vision between the county employees and the leaders	1.0%	15.9%	26.4%	18.4%	38.3%	3.8	1.15	30.6%
The county has high levels of performance	8.0%	17.9%	20.4%	10.4%	43.3%	3.6	1.39	38.4%
The county leadership has trust and faith of the employees	2.0%	21.4%	22.9%	23.9%	29.9%	3.6	1.18	33.0%
The county leadership exhibits commitment and loyalty	3.5%	13.9%	17.4%	23.4%	41.8%	3.9	1.20	31.2%
The leadership of the county works in the interests of all compared to self	7.5%	22.9%	18.9%	16.9%	33.8%	3.5	1.36	39.1%
I am not limited in my career	5.0%	20.9%	19.9%	18.4%	35.8%	3.6	1.30	36.1%
I am passionate about my work	4.5%	17.9%	20.4%	26.9%	30.3%	3.6	1.22	33.7%
The county assists employees to achieve the set goals	7.0%	24.4%	19.9%	19.9%	28.9%	3.4	1.32	38.8%
Our leaders demonstrate confidence	7.5%	13.4%	15.4%	13.9%	49.8%	3.9	1.36	35.3%
I voluntarily follow my seniors at work	3.5%	13.9%	15.4%	18.9%	48.3%	3.9	1.23	31.2%

Based on results collated in Table 9, more than half (54.2%) of the respondents affirmed that they frequently use simple words on what should be done, while 17.9% stated that they fairly often use simple and few words on what should be done. On the other hand, 11.9%

asserted that they sometimes use simple and few words on what should be done, whereas 10.4% observed that they could once in a while embrace this aspect of inspirational motivation. About a fifth (5.5%) indicated that they did not at all use simple and few words on what should be done. The mean of 4.0 signifies that most of the respondents use simple and few words on what should be done. Responses from the respondents of this research work were varied as exhibited by a S.D. of 1.26.

According to the findings of the study under the second statement in the table above, majority (48.8%) of the respondents opined that they frequently offer delightful images on what should be done, 22.9% of them revealed that they fairly often offer delightful images on what should be done, whereas 15.4% asserted that they sometimes embraced this aspect of inspirational motivation. In addition, 10.0% and 3.0% outlined that they once in a while and not at all provide appealing images about what they can do respectively. The mean of 4.0 is a sharp pointer to the fact that most of the respondents acknowledged that they provide appealing images about what they can do. The S.D. of 1.15 confirms that views from the respondents were diverse.

The results of the study under the third statement showed majority (46.3%) of the respondents disclosed that they frequently enable others to find purpose in their work while 23.4% reported that they fairly often take up this attribute of inspirational motivation. In addition, it evident that 13.4% and 12.9% were of the view that they sometimes and once in a while enable others to find purpose in their work respectively. Those who stated that they did not at all help others find meaning in their work were 4.0%. Overall, the computed mean of 4.0 validates that most of the respondents enable others to find purpose in their work. The S.D. of 1.22 is an indication of the clustering of the responses around the mean response.

The results under the fourth statement revealed that majority (38.3%) of the respondents averred that there is frequently shared vision between the county employees and the

leaders whereas 26.4% noted that there is sometimes shared vision between leadership and the county's workforce. Furthermore, 18.4% opined that there is fairly often shared vision between the county employees and the leaders with 15.9% contending that, once in a while, there is shared vision between the county employees and the leaders. Very few (1.0%) disclosed that there is not at all shared vision between the county employees and the leaders. The mean of 3.8 signifies that most of the respondents supported the notion that there was shared vision between the county employees and the leaders. The S.D. of 1.15 suggests that responses were varied.

Based on the fifth statement, majority (43.3%) of the respondents reported that the county has frequent high levels of performance, 20.4% revealed that the county sometimes has high levels of performance whereas 17.9% asserted that once in a while the county has high performance. In contrast, 10.4% were of the view that the county fairly often has high levels of performance whereas 8% noted that the county has not at all had high levels of performance. The computed mean of 3.6 from the responses under the fifth statement exemplifies that most of those who participated in the study affirmed that the county has high levels of performance. The standard deviation of 1.39 confirms that there was clustering of the views of the respondents around the overall mean response.

From the results of the study, many (29.9%) of those who participated in the study stated that whereas 23.9% averred that the county leadership fairly often has trust and faith of the employees. The findings of the study further demonstrated that 22.9% acknowledged that the county leadership sometimes has trust and faith of the employees while 21.4% noted that this aspect of inspirational motivation manifests itself once in a while. Those respondents who were of the opinion that the county leadership does not at all have trust and faith of the employees were 2.0%. The overall mean response of 3.6 denotes that most respondents

considered the county leadership to have trust and faith of its employees. The S.D. of 1.18 evidences varied responses.

With regards to the statement on county leadership's exhibition of commitment and loyalty, the results demonstrate that many (41.8%) outlined that the county leadership frequently exhibits commitment and loyalty, 23.4% disclosed that the county leadership fairly often exhibits commitment and loyalty whereas 17.4% revealed that this aspect of inspirational motivation was sometimes exhibited by the leadership of the county. In addition, 3.5% and 13.9% divulged that that the county leadership exhibits commitment and loyalty once in a while and not at all respectively. The computed mean of 3.9 affirms that the county leadership exhibits commitment and loyalty. The standard deviation of 1.20 shows clustering of respondents' views around the mean response.

It is evident from the results that a third (33.8%) of those who participated in the study noted that the leadership of the county frequently works in the interests of all compared to self, slightly above two-tenths (22.9%) stated that the leadership of the county once in a while works in the interests of all compared to self, whereas 18.9% and 16.9% acknowledged that the leadership of the county sometimes and fairly often works in the interests of all compared to self in that order. Less than a tenth (7.5%) noted that the leadership of the county does not at all work in the interests of all compared to self. The mean and S.D. of 3.5 and 1.36 respectively imply that despite the variation in responses from the respondents, a good number supported the manifestation of this statement under inspirational motivation.

From the results, many (35.8%) were not frequently limited in their careers, 20.9% reported that they were once in a while limited in their careers while 19.9% and 18.4% acknowledged that they were sometimes and fairly often not limited in their careers respectively. However, there are respondents who divulged that they were limited in their careers (5%). The mean of 3.6 constitutes the evidence that most respondents were not limited in

their careers. The standard deviation of 1.30 confirms the clustering of the views of the respondents around the mean response.

The results of the study revealed that a third (30.3%) of the respondents were frequently passionate about their work, with 26.9% being fairly often passionate about their work. Moreover, 17.9% and 20.4% of those who participated in the study once in a while and sometimes passionate about their work. Less than a fifth (4.5%) were not at all passionate about their work. The computed mean of 3.6 denotes that most of the respondents were passionate about their work. The standard deviation of 1.22 reveals that respondents provided varied answers under this statement.

In relation to the statement on achievement of goals by employees through assistance of the county, 28.9% of the respondents noted that the county frequently assists employees to achieve the set goals, 19.9% observed that the county fairly often assists employees to attain goals whereas 24.4% and 19.9% noted that the county once in a while and sometimes assists employees to achieve set goals respectively. Below a tenth (7%) asserted that the county does not at all assist employees to achieve the set goals. The mean of 3.4 and the S.D. of 1.32 signify that the county assists its employees to achieve established goals.

From the collated data, almost a half (49.8%) of the respondents were of the view that their leaders frequently demonstrate confidence, 15.4% averred that their leaders sometimes demonstrate confidence whereas 13.9% stated that their leaders fairly often demonstrate confidence. The findings further demonstrate that 13.4% and 7.5% revealed that their leaders demonstrate confidence once in a while and not at all respectively. The mean of 3.9 exemplifies that, leaders of Mandera County Government demonstrate confidence. The S.D. of 1.36 is an indication of the clustering of the views of the respondents around the mean response.

With respect to the last statement on inspirational motivation, the results of the study established that almost a half (48.3%) of the respondents frequently follow their seniors at

work voluntarily while 18.9% fairly often voluntarily follow their seniors at work. Moreover, the findings show that 13.9% and 15.4% once in a while and sometimes follow their seniors at work voluntarily. Few (3.5%) respondents asserted that they did not at all voluntarily follow their seniors at work. The mean of 3.9 validates the statement that most respondents often voluntarily follow their seniors at work. The standard deviation of 1.23 constitutes evidence that there were variations in responses from the respondents.

Idealized Influence

The third study objective was to establish the effect of II on performance of Mandera County Government. Respondents to the study were provided with statements that described idealized influence and were required to rank them on 5-point Likert scale where the choice of 1 and 5 meant ‘not at all’ and ‘frequently’ respectively. The descriptive statistics used under this subsection to describe data included percentage, mean, and S.D. The Table 10 summarizes the results of the study.

Table 10

Idealized Influence

Idealized influence	1	2	3	4	5	M	SD	CV (%)
I make others feel good to be around me	4.5%	19.4%	11.4%	20.4%	43.8%	4.0	3.31	82.6%
Others have complete faith in me	3.5%	14.4%	15.4%	22.9%	43.8%	3.9	1.22	31.2%
Others are proud to be associated with me	7.5%	13.0%	17.0%	17.5%	45.0%	3.8	1.33	35.2%
The vision of the county is clear for everyone to understand	6.5%	20.4%	18.4%	20.9%	33.8%	3.6	1.31	37.0%
Most of us exhibit high ethical and moral standard	5.0%	14.9%	11.9%	20.4%	47.8%	3.9	1.28	32.8%
Roles and responsibilities in the county are well documented	8.5%	12.4%	11.9%	19.9%	47.3%	3.9	1.36	35.2%
Leaders in county government go beyond self-interest for the good of the employees	6.0%	22.4%	11.9%	19.4%	40.3%	3.7	1.36	37.2%
Leaders in the county are good role models for the subordinates	5.5%	15.4%	19.9%	19.9%	39.3%	3.7	1.28	34.3%
Leaders in the county are well-regarded and respected	8.5%	25.4%	16.4%	19.4%	30.3%	3.4	1.37	40.4%
I identify with the leaders and aspire to emulate them	8.5%	19.4%	20.4%	20.9%	30.8%	3.5	1.33	38.4%
I completely trust my leaders	5.5%	19.4%	22.9%	21.4%	30.8%	3.5	1.26	35.8%
Leaders have enabled me to improve myself	13.0%	24.0%	15.0%	15.0%	33.0%	3.3	1.46	44.2%
Leaders have persuaded me to change to the desired direction	5.5%	24.4%	19.4%	19.4%	31.3%	3.5	1.30	37.6%

Table 10 shows that a greater number (43.8%) of those who participated in the study stated that they frequently make others feel good to be around them, 20.4% noted that they

fairly often make others feel good to be around them whereas 19.4% averred that they once in a while ensure those around them feel jovial. In addition, the results reveal that 11.4% and 4.5% disclosed that they sometimes and did not at all make others feel good to be good around them respectively. The computed mean of 4.0 suggests that most respondents make others feel good to be good around them. The standard deviation of 3.31 exhibits presence of the clustering of the respondents' views around the mean response.

Based on the findings, a larger number (43.8%) of those who participated in the study were of the view that others frequently have complete faith in them, slightly above two-tenths (22.9%) observed that others fairly often have complete faith in them whereas 15.4% stated that sometimes others have complete faith in them. The results further showed that 14.4% and 3.5% asserted that others have complete faith in them completely once in a while and not at all respectively. The mean of 3.9 and the S.D. of 1.22 affirm that most of the respondents outlined that, others have complete faith in them.

On the third statement, the findings of the study demonstrated that most (45.0%) affirmed that others are frequently proud to be associated with them, 17.5% stated that others are fairly often proud to be associated with them while 17% reported that others are sometimes proud to be associated with them. Equally, the results show that 13.0% noted that others are proud to be associated with them once in a while whereas less than a tenth (7.5%) indicated that others are not at all proud to be associated with them. The mean of 3.8 denotes that most of the respondents asserted that others are proud to be associated with them. The S.D. of 1.33 illustrates that responses were diverse.

With regard to the fourth statement, the results of the study showed that greater part (33.8%) of the research participants stated that the vision of the county is frequently clear for everyone to understand, two-tenths (20.9%) observed that the vision of the county is fairly often clear for everyone to understand whereas 18.4% disclosed that the vision of the county

is sometimes clear for everyone to understand. In addition, 20.4% and 6.5% noted that the vision of the county is once in a while and not at all clear for everyone to understand in that order. The mean of 3.6 signifies that most respondents averred that the vision of the county is clear for everyone to understand. The S.D. of 1.31 demonstrates that the views under this statement were not uniform.

Based on the fifth objective, slightly below a half (47.8%) of the respondents asserted that most of them frequently exhibit high ethical and moral standard, two-tenths (20.4%) opined that most of them fairly often exhibit high moral and ethical standard while 11.9% of those who participated in the study posited that most of them sometimes exhibit high ethical and moral standard. Similarly, 5% and 14.9% noted that most of them do not at all and sometimes exhibit high ethical and moral standard respectively. The mean of 3.9 denotes that most respondents acknowledged that they exhibit high ethical and moral standard. The standard deviation of 1.28 indicates the clustering of the views of the respondents around the mean response.

The results of the study under sixth the statement revealed that greater number (47.3%) of those who participated in the study were of the opinion that roles and responsibilities in the county are frequently well documented, almost two-tenths (19.9%) stated that roles and responsibilities in the county are fairly often well documented while on the other hand, 12.4% and 11.9% observed that roles and responsibilities in the county are once in a while and sometimes well documented respectively. It is worth noting that there are respondents who were of the view that roles and responsibilities in the county are not at all well documented (8.5%). The mean of 3.9 and the S.D. of 1.36 signify those roles and responsibilities are fairly often well documented.

The findings contained in the seventh statement show that majority (40.3%) of the respondents stated that county leadership frequently placed the wellbeing of the employees

ahead of leaders' interests, whereas 19.4% posited that county government leadership fairly often placed the wellbeing of the employees ahead of leaders' interests. Conversely, the results demonstrate that 22.4% and 11.9% noted that leaders in the county government once in a while and sometimes placed the wellbeing of the employees ahead of leaders' interests respectively. Slightly above a fifth (6%) revealed that leaders in the county government do not at all go beyond self-interest for the good of the employees. The mean of 3.7 signifies that most of the respondents contended that leaders in the county government placed the wellbeing of the employees ahead of leaders' interests. The standard deviation value of 1.36 suggests responses to this statement were different or varied.

With regards to the eighth statement on leaders as good role models for the subordinates, 39.3% and 19.9% disclosed that leaders in the county are frequently and fairly often good role models for the subordinates in that order. Moreover, the results show that 19.9% and 15.4% posited that leaders in the county are sometimes and once in a while good role model for the subordinates respectively. Nonetheless, there are those respondents who indicated that leaders in the county are not at all good role models for the subordinates (5.5%). The mean of 3.7 denotes that most of the respondents' view leaders in the county as good role models for the subordinates. The S.D. of 1.28 signifies that the variations in the responses.

Furthermore, it was established that nearly a third (30.3%) and slightly below two-tenths (19.4%) of the respondents opined that, leaders in the county are frequently and fairly often well-regarded and respected in that order. Equally, the findings indicate that 25.4% and 16.4% were of the view that leaders in the county are once in a while and sometimes well-regarded and respected respectively. Slightly below a tenth (8.5%) reported that leaders in the county are not at all well-regarded and respected. The mean of 3.4 evinces that majority of those who participated in the study were of the opinion that leaders in the county are well-

regarded and respected. The S.D. of 1.37 illustrates or points to the clustering of the views of the respondents around the mean response.

From the results in the tenth statement indicated that respondents averred that they frequently (30.8%) and fairly often (20.9%) perceived their immediate authority as role models and strived to imitate them. Similarly, 20.4% and 19.4% asserted that they sometimes and once in a while perceived their immediate authority as role models and strived to imitate them respectively. Few (8.5%) respondents stated that they do not at all perceived their immediate authority as role models and strived to imitate them. The mean of 3.5 is a sharp pointer to the fact that most of the respondents acknowledged that they perceived their immediate authority as role models and strived to imitate them. The standard deviation value of 1.33 hints responses to this statement were varied.

The results of the study show that a third (30.8%) of the respondents averred that they frequently trust their leaders, 21.4% asserted that they fairly often trust their leaders whereas 22.9% noted that they sometimes trust their leaders. In addition, 19.4% stated that they once in a while trust their leaders while and 5.5% do not at all trust their leaders. The mean of 3.5 affirms that most those who participated in the study agreed that they completely trust their leaders. The standard deviation of 1.26 exemplifies the variations in the respondents' views.

From the findings, respondents were of the view that leaders have frequently (33.0%) and fairly often (15.0%) enabled them to improve themselves. Further, the results demonstrate that there are respondents who observed that leaders have sometimes (15.0%) and once in a while (24.0%) enabled them to improve themselves. On the other hand, slightly above a tenth (13.0%) of the respondents posited that leaders have not at all enabled them to improve. The mean response of 3.3 suggests that that most of those who participated in the study asserted that leaders sometimes enabled them to improve themselves. The S.D. of 1.46 is denotes that, views under this statement clustered around the mean response.

On the last statement, the results of this research work indicate that a third (31.3%) of the respondents revealed that leaders have frequently persuaded them to change to the desired direction, 19.4% noted that that, leaders fairly often persuaded them to change to the desired direction whereas 24.4% and 19.4% disclosed that leaders have once in a while and some-times persuaded them to change to the desired direction respectively. A fifth (5.5%) observed that leaders have not at all persuaded them to change to the desired direction. The mean of 3.5 denotes that most of the respondents acknowledged that leaders have often persuaded them to change to the desired direction. The S.D. of 1.30 signifies the clustering of the respondents' views around the overall mean response.

Intellectual Stimulation

The fourth study objective was to establish the effect of IS on performance of Mandera County Government. Respondents to the study were provided with statements that described intellectual stimulation and were required to rank them on 5-point Likert scale where the choice of 1 and 5 meant 'not at all' and 'frequently' respectively. The descriptive statistics used under this subsection to describe data included percentage, mean, and S.D. The Table 11 summarizes the results of the study.

Table 11

Intellectual Stimulation

Intellectual stimulation	1	2	3	4	5	M	SD	CV (%)
I enable others to think about old problems in new ways	10.4%	10.0%	22.4%	25.9%	31.3%	3.6	1.31	36.5%
I provide others with new ways of looking at puzzling things	6.0%	22.4%	22.4%	12.9%	36.3%	3.5	1.34	38.1%
I get others to rethink ideas that they had never questioned before	7.5%	15.9%	20.4%	20.4%	35.8%	3.6	1.31	36.4%
The leadership of the county encourages employees to rethink some of the basic expectations about their work.	3.0%	14.9%	17.9%	21.4%	42.8%	3.9	1.21	31.3%
The county government recognizes improved quality of solutions produced by employees.	4.5%	15.4%	19.9%	21.4%	38.8%	3.7	1.25	33.2%
We are encouraged by the county government to increase our problem-solving capability	2.5%	10.0%	14.4%	27.9%	45.3%	4.0	1.11	27.4%
I share knowledge with my colleagues	1.5%	19.9%	15.9%	20.9%	41.8%	3.8	1.22	31.9%
The county government undertakes trainings to increase the skills of the employees	5.0%	13.9%	23.4%	21.9%	35.8%	3.7	1.23	33.3%
I have developed new ways of problem-solving	4.5%	15.9%	15.4%	18.9%	45.3%	3.8	1.28	33.2%
I can solve problems alone	7.5%	16.9%	12.4%	19.4%	43.8%	3.8	1.36	36.3%
I am more creative compared to before joining the county government	4.5%	13.9%	9.0%	28.9%	43.8%	3.9	1.22	31.0%
Others find me proactive in decision-making	5.5%	20.4%	12.9%	24.9%	36.3%	3.7	1.30	35.6%
Helped others acquire new skills and competencies for problem solving	3.5%	10.4%	22.4%	20.4%	43.3%	3.9	1.18	30.2%
We offer ideas on how the organization can progress	4.0%	14.4%	15.9%	21.4%	44.3%	3.9	1.24	31.9%

Table 11 illustrates the descriptive statistics on the predictor variable of intellectual stimulation. From the data, a greater number (31.3%) of those who participated in the study frequently guided others on how to solve existing problems in ways that were new, whereas 25.9% stated that they fairly often guided others on how to solve existing problems in ways that were new. Conversely, 22.4% stated sometimes, while 10.4% and 10.0% stated that they do not and once in a while respectively. A mean of 3.6 and S.D. of 1.31 indicated that respondents often guided others on how to solve existing problems in ways that were new.

Furthermore, most (26.3%) guided others to change their perception on things that were not easy to explain, whereas 12.9% stated they often guided others to change their perception on things that were not easy to explain. On the other hand, 22.4% stated they sometimes and once in a while guided others to change their perception on things that were not easy to explain, while 6.0% stated that they have never guided others to change their perception on things that were not easy to explain. A mean of 3.5 and S.D. of 1.34 affirms that respondents frequently and often guide others to change their perception on things that were not easy to explain. A coefficient of variation of 38.1% indicated that data points are widely dispersed from the mean, thus a high standard deviation.

The study established that respondents enable those around them to question ideas they have never had doubts about as supported by a response of 35.8% who indicated frequently. In addition, 20.4% of the respondents indicated that they sometimes and fairly often enable those around them to question ideas they have never had doubts about, whereas 15.9% and 7.5% indicated once in a while and not all in relation to enabling those around them to question ideas they have never had doubts about. A coefficient of variation of 36.4% indicates that data points were widely dispersed from the mean of 3.6 as illustrated by a S.D. of 1.31.

On the expectations of the employees' work, the study established that most (42.8%) affirmed that leadership of the county frequently encourages their workforce to have a new perception on role expectations. Furthermore, 21.4% and 17.9% indicated that the leadership of the county fairly often and sometimes encourages their workforce to have a new perception on role expectations respectively. In contrast, 14.9% and 3.0% indicated that the leadership of the county once in a while or does not encourage their workforce to have a new perception on role expectations. A coefficient of variation of 31.3% indicated that data points were widely dispersed from the mean of 3.9 as supported by a S.D. of 1.21.

On the recognition of quality of solutions provided by the employees, analysis of data found that greater number (38.8%) of those who participated in the study stated that the county government frequently recognizes improved quality of solutions produced by employees. On the other hand, 21.4% and 19.9% were of the view that the county government fairly often or sometimes recognizes improved quality of solutions produced by employees respectively. In contrast, 15.4% and 4.5% stated that the county government once in a while or does not recognize improved quality of solutions produced by employees respectively. A coefficient of correlation of 33.2% demonstrates that data points were dispersed widely from the mean of 3.7 as illustrated by the standard deviation of 1.25.

On problem solving capability, the study established that respondents were frequently encouraged by the county government to increase their problem-solving capability as evidenced by a response of 45.3%. Furthermore, 27.9% and 14.4% affirmed that they were fairly often or sometimes encouraged by the county government to increase their problem-solving capability. In contrast, 10.0% and 2.5% stated that they were once in a while or never encouraged by the county government to increase their problem-solving capability. A coefficient of variation of 27.4% illustrates that data points were slightly dispersed far from the mean as supported by a S.D. of 1.11.

On sharing of knowledge with colleagues, a larger part (41.8%) frequently shared knowledge with their colleagues, while 20.9% stated that they fairly often shared knowledge with their colleagues. In contrast, 15.9% and 19.9% indicated that they sometimes or once in a while share knowledge with their colleagues, whereas 1.5% stated they have never shared knowledge with their colleagues. A coefficient of variation of 31.9% indicates that data points were widely dispersed from the mean of 3.8 as supported by a S.D. of 1.22.

On training as an approach to increasing the skills among employees, analysis of data established that majority (35.8%) stated that the Mandera County Government frequently undertakes trainings to increase the skills of the employees, whereas 21.9% indicated fairly on the same statement. In contrast, 23.4% and 13.9% affirmed that the county government sometimes or once in a while undertakes trainings to increase the skills of the employees, while 5.0% stated that the county government never undertakes trainings to increase the skills of the employees. A coefficient of variation of 33.3% indicated that data points are dispersed widely from the mean of 3.7 as evidenced by the S.D. of 1.23.

The study found out that those who participated in the study had developed new ways of problem-solving as evidenced by the highest response of 45.3% who indicated frequently, while 18.9% indicated fairly often in relation to development of novel ways of problem-solving. Furthermore, analysis of data indicated that 15.4% and 15.9% of the respondents stated that they sometimes or once in a while developed new ways of problem-solving, while 4.5% stated that they had never developed new ways of problem-solving. A coefficient of variation of 33.2% indicated that data points were dispersed from the mean of 3.8 as shown by a S.D. of 1.28.

Analysis of data indicated that most (43.8%) of those who participated in the study can frequently solve problems alone, while 19.4% stated that fairly often solve problems alone. Furthermore, the study established that 12.4% and 16.9% were of the view that they

can sometimes and once in a while solve problems alone, while 7.5% indicated that they cannot solve problems alone. A coefficient of variation of 36.3% indicated that data points are widely dispersed from the mean of 3.8 as supported by a S.D. of 1.36.

The study established that majority (43.8%) were frequently more creative compared to before joining the county government, while 28.9% stated that they were fairly often more creative compared to before joining the county government. Furthermore, 9.0% and 13.9% were of the view that they sometimes or once in a while more creative compared to before joining the county government, whereas 4.5% stated that they have never been more creative compared to before joining the county government.

On pro-active in decision-making, a larger number (36.3%) stated they others frequently found them proactive in decision-making, whereas a quarter (24.9%) stated that others fairly often found them proactive in decision-making. In contrast, 12.9% and 20.4% of the respondents stated that others sometimes and once in a while found them proactive in decision-making, while 5.5% stated that others have never found them proactive in decision-making. A coefficient of variation of 35.6% illustrates that wide dispersion of responses from the mean of 3.7 and evidenced by a S.D. of 1.30.

The study established that majority (43.3%) of those who participated in the study indicated that they frequently helped others acquire new skills and competencies for problem solving, while 20.4% of the respondents were of the view that they fairly often helped others acquire new skills and competencies for problem solving. Conversely, the study findings revealed that 22.4% and 10.4% of the respondents stated that they sometimes or once in a while helped others acquire new skills and competencies for problem solving, while 3.5% stated that they have never helped others acquire new skills and competencies for problem solving. A coefficient of variation of 30.2% indicates that data points are relatively dispersed from the mean of 3.9, where this is supported by a S.D. of 1.18.

Finally, a larger number (44.3%) frequently offered ideas on how the organization can progress, while 21.4% of the respondents stated that they fairly often offered ideas on how the organization can progress. In contrast, 15.9% and 14.4% were of the view that they sometimes or once in a while offered ideas on how the organization can progress, while 4.0% of the respondents stated that they have never offered ideas on how the organization can progress. A coefficient of variation of 31.9% indicates that responses were relatively dispersed from the mean of 3.9, where this is supported by a S.D. of 1.24.

Government Policies

The fifth study objective was to determine the moderating role of national government policies on the association between TL and performance of Mandera County Government. In this fifth objective, respondents to the study were provided with statements that described the role of government policies on transformational leadership and performance and were expected to agree or disagree with each of them. The statements were assessed on a 5-point scale. The results of the study are contained in Table 12.

Table 12

Government Policies

Government policies	1	2	3	4	5	M	SD	CV (%)
Our coordination with the national government is effective	4.5%	12.9%	12.4%	28.4%	41.8%	3.9	1.21	31.0%
Policies made at the county level reflect the aspirations of the people	5.5%	11.9%	9.0%	24.4%	49.3%	4.0	1.25	31.2%
Public participation is carried out in regular basis	4.0%	20.9%	13.9%	20.4%	40.8%	3.7	1.30	34.7%
The public participates in our current projects in active roles	3.0%	8.0%	22.9%	20.9%	45.3%	4.0	1.13	28.4%
The county has clearly defined service charter	2.5%	17.9%	20.4%	22.4%	36.8%	3.7	1.20	32.2%
We respond to the needs of the service seekers in a timely manner	4.5%	14.9%	17.4%	21.9%	41.3%	3.8	1.25	32.8%
Interdepartmental coordination in our county is effective	7.0%	18.9%	12.9%	18.9%	42.3%	3.7	1.36	36.8%
We have an open-door policy on access to information	8.5%	24.4%	14.4%	19.4%	33.3%	3.4	1.39	40.2%
The county undertakes civic education to enlighten the people on important issues	3.5%	17.4%	19.9%	18.9%	39.3%	4.2	4.48	107.5%
Our monitoring and evaluation systems are strong to enhance performance	4.5%	12.4%	12.9%	24.4%	45.8%	3.9	1.22	31.0%
We regularly seek opinions on what the public thinks about the county government	9.5%	17.4%	10.4%	17.9%	44.8%	3.7	1.42	38.4%
National policies have enhanced service delivery	5.0%	26.9%	10.9%	13.9%	43.3%	3.6	1.39	38.3%

Based on the results collated in Table 12, most (41.8%) of those who participated in the study strongly agreed that the county's coordination with the national government is effective, 28.4% agreed that their coordination with the national government is effective

whereas 12.4% moderately agreed that their coordination with the national government is effective. The findings of the study further revealed that 12.9% and 4.5% disagreed and strongly disagreed that the county's coordination with the national government is effective respectively. The mean of 3.9 shows that a greater number of those who participated in the study agreed that the Mandera County's coordination with the national government is effective. The S.D. of 1.21 reveals that respondents' views were varied.

Furthermore, almost a half, (49.3%) strongly agreed that policies made at the county level reflect the aspirations of the people; whereas, 24.4% agreed that policies made at the county level reflect the aspirations of the people. The results of this research work further espouse that there are respondents who moderately agreed (9.0%), disagreed (11.9%), and strongly disagreed (5.5%) that policies made at the county level reflect the aspirations of the people. The mean of 4.0 and the S.D. of 1.25 suggest that most of the respondents agreed that policies made at the county level reflect the aspirations of the people.

The study revealed that a greater part, (40.8%) of those who participated in the study strongly agreed that public participation is carried out on regular basis, 20.4% agreed that public participation is carried out on regular basis; whereas, 13.9% moderately agreed with this statement relating to public participation. Moreover, the findings of the study show that 20.9% and 4.0% of those who participated in the study disagreed and strongly disagreed that public participation is carried out in regular basis respectively. The computed mean of 3.7 indicates that majority of the respondents agreed that public participation is carried out in regular basis. The S.D. of 1.30 signifies that there was clustering of the respondents' views around the mean response.

With regards to the fourth statement, most (45.3%) strongly agreed that the public participates in the county's current projects in active roles while on the other hand there are respondents who agreed (20.9%), moderately agreed (22.9%), disagreed (8.0%), and strongly

agreed (3.0%) with this statement. The overall statistical mean of 4.0 illustrates that most of the respondents were of the view that the the public participates in the county's current projects in active roles. The S.D. of 1.13 indicates the variation of the respondents' views to this statement.

Moreover, above a third (36.8%) strongly agreed that the county has clearly defined service charter; whereas, 22.4% of the respondents agreed that the county has clearly defined service charter. In addition, the findings show that some respondents moderately agreed (20.4%) that county has clearly defined service charter while others disagreed (17.9%) with this statement. Less than a fifth (2.5%) of those who participated in the study strongly disagreed that the county has clearly defined service charter. The computed mean of 3.7 espouses that majority of the respondents agreed that the county has clearly defined service charter. The S.D. of 1.20 underlines that responses were varied.

Notably, greater part (41.3%) of those who participated in the study strongly agreed that they respond to the needs of the service seekers in a timely manner; whereas, 21.9% and 17.4% agreed and moderately agreed that they respond to the needs of the service seekers in a timely manner in that order. The results of the study also reveal that 14.9% and 4.5% of those who participated in the study disagreed and strongly disagreed that they respond to the needs of the service seekers in a timely manner respectively. The mean of 3.8 exhibits that greater number of those who participated in the study agreed that they respond to the needs of the service seekers in a timely manner. Clustering of the views of the respondents around the mean response is evidenced by a S.D. of 1.25.

From the results, a larger number (42.3%) of those who participated in the study strongly agreed that interdepartmental coordination in the county is effective, a statement that other respondents agreed (18.9%) and moderately agreed (12.9%) with. Equally there are respondents who either disagreed (18.9%) or strongly disagreed (7.0%) that interdepartmental

coordination in the county is effective. The mean of 3.7 and S.D. of 1.36 validates the statement that interdepartmental coordination in the county is effective.

From the findings, a third (33.3%) of those who participated in the study strongly agreed that they have an open-door policy on access to information while 19.4% and 14.4% agreed and moderately agreed that the county has an open-door policy on access to information. The results captured in the above table pinpoint that 24.4% and 8.5% of those who participated in the study disagreed and strongly disagreed that they have an open-door policy on access to information. The computed mean of 3.4 exemplifies that majority of the respondents moderately agreed that The County Government of Mandera has an open-door policy on access to information. The S.D. of 1.39 indicates the variations in the responses from the respondents who took part in this study.

From the results, (39.3%) of those who participated in the study strongly agreed that the county undertakes civic education to enlighten the people on important issues, a statement that other respondents agreed (18.9%) and moderately agreed (19.9%) with. On the other hand, there are respondents who disagreed (17.4%) and strongly disagreed (3.5%) that the county undertakes civic education to enlighten the people on important issues. The computed mean of 4.2 shows that most of the respondents agreed that the county undertakes civic education to enlighten the people on important issues. The S.D. of 4.48 denotes that, respondents had varied responses given that there are those who disagreed or agreed that the county undertakes civic education to enlighten the people on important issues.

Further, a larger number (45.8%) strongly agreed that the county government's monitoring and evaluation systems are strong to enhance performance, above two-tenths (24.4%) and slightly above a tenth (12.9%) of those who participated in the study agreed and moderately agreed that the county government's monitoring and evaluation systems are strong to enhance performance respectively. However, there are respondents who disagreed (12.4%)

and strongly disagreed (4.5%) that the county government's monitoring and evaluation systems are strong to enhance performance. The mean of 3.9 is a sharp pointer to the fact that most of the respondents agreed that the county government's monitoring and evaluation systems are strong to enhance performance. Clustering of the views of the respondents around the mean response is signified by the S.D. of 1.22.

Still, a greater number (44.8%) of those who participated in the study strongly agreed that they regularly seek opinions on what the public thinks about the county government, a statement that 17.9% and 10.4% of respondents agreed and moderately agreed with respectively. The results of the study further revealed that there are respondents who disagreed (17.4%) and strongly disagreed (9.5%) that they regularly seek opinions on what the public thinks about the county government. The overall mean response of 3.7 affirms that most respondents agreed that the county government regularly seek opinions on what the public thinks about the devolved unit. The S.D. of 1.42 implies that the respondents provided varied responses to this statement.

Based on the last statement, majority (43.3%) strongly agreed that national policies have enhanced service delivery whereas 13.9% and 10.9% agreed and moderately agreed that national policies have enhanced service delivery respectively. The results of the study further revealed that there are respondents who either disagreed (26.9%) or strongly disagreed (5.0%) that national policies have enhanced service delivery. The computed mean of 3.6 denotes that a larger number of those who participated in the study agreed that national policies have enhanced service delivery. The S.D. of 1.39 suggests that the views of the respondents were varied.

Performance

The study attempted to measure the efficacy of transformational leadership and performance of Mandera County Government. While the constructs of transformational

leadership have been addressed in the sections above and their relationship with performance established using descriptive statistics, it is important to provide a snapshot of the performance of county governments. In this regard, respondents to the study were provided with statements related to performance of the devolved system of governance and were required to rate them on a 5-point scale. The results of the study are summarized in Table 13.

Table 13

County Government Performance

County Performance	1	2	3	4	5	M	SD	CV (%)
The devolved system of government has high number of People participating in the implementation of programmes/projects	8.5%	13.4%	17.9%	18.4%	41.8%	3.7	1.35	36.3%
The county government has achieved all the short-term goals	7.5%	14.4%	14.4%	23.9%	39.8%	3.7	1.32	35.2%
Most of programmes of the county government have been accomplished	4.0%	12.9%	12.4%	20.4%	50.2%	4.0	1.23	30.7%
There is a positive attitude of the public about the delivery of service by county governments	10.0%	17.4%	15.9%	15.4%	41.3%	3.6	1.42	39.4%
County government meets the set goals using least number of resources	7.5%	23.9%	18.4%	15.4%	34.8%	3.5	1.37	39.6%
Our approval ratings have increased	6.0%	27.4%	22.4%	20.9%	23.4%	3.3	1.26	38.3%
Those who seek services from the county have reported satisfaction	6.5%	21.4%	21.9%	20.4%	29.9%	3.5	1.29	37.4%
Our revenue streams have increased	12.4%	24.4%	17.9%	12.9%	32.3%	3.3	1.45	44.1%
There is equitable sharing of revenue in our county	4.0%	22.4%	20.9%	17.9%	34.8%	3.6	1.28	35.8%
I receive my salary on time	5.0%	23.4%	22.4%	23.9%	25.4%	3.4	1.23	36.2%

As illustrated in Table 13, a larger number (41.8%) of those who participated in the study were in strong agreement that Mandera County Government had sufficient personnel to oversee various project implementation, a statement other respondents agreed (18.4%) and moderately agreed (17.9%) with. The results of the study further showed that 13.4% disagreed that Mandera County Government had sufficient personnel to oversee various project implementation. Less than a tenth (8.5%) of those who participated in the study strongly disagreed with the statement that Mandera County Government had sufficient personnel to oversee various project implementation. The mean of 3.7 suggests that majority of the respondents agreed that the Mandera County Government had sufficient personnel to oversee various project implementation. The S.D. of 1.35 indicates the clustering of the respondents' views around the mean response.

From the findings, more than a third (39.8%) of those who participated in the study strongly agreed that Mandera County Government has realized the set development objectives, whereas 23.9% and 14.4% agreed and moderately agreed that the county government has achieved all the short-term goals respectively. Moreover, the results revealed that there are respondents who disagreed (14.4%) or strongly disagreed (7.5%) that Mandera County Government has achieved all the short-term goals. The mean of 3.7 and the S.D. of 1.32 affirm that Mandera County Government has realized the set development objectives.

From the third statement, a half (50.2%) of Mandera County Government research participants strongly agreed that most of programmes of the county government have been accomplished. Similarly, 12.4% and 20.4% agreed and moderately agreed with the aforementioned statement respectively. However, there were those who participated in the study who either disagreed (12.9%) or strongly disagreed (4.0%) that a larger number of the development goals had been realized in the Mandera County Government. The computed mean of 4.0 is evident that majority of those who participated in the study agreed that a larger number of

the development goals had been realized in the Mandera County Government. The standard deviation of 1.23 shows there were variations in the responses.

From the results, a greater number (41.3%) of those who participated in the study strongly agreed that Mandera County Government is positively perceived by the public. Similarly, other respondents agreed (15.4%) and moderately agreed (15.9%) that that Mandera County Government is positively perceived by the public. The findings of the study further revealed that 17.4% and 10% disagreed and strongly disagreed that Mandera County Government is positively perceived by the public respectively. The overall mean of 3.6 is proof that most of the respondents agreed that Mandera County Government is positively perceived by the public respectively. The S.D. of 1.42 constitutes the evidence that the views of the respondents clustered around the mean response.

From the results, above a third (34.8%) of those who participated in the study were in strong agreement that the county government meets the set goals using least number of resources, a statement that 15.4% and 18.4% agreed and moderately agreed with in that order. There are those respondents who disagreed (23.9%) and strongly disagreed (7.5%) that the county government meets the set goals using least number of resources. The mean of 3.5 suggests that a larger number of those who participated in the study agreed that the county government meets the set goals using least number of resources. The variation in the views of the respondents concerning this statement is indicated by the S.D. of 1.37.

Furthermore, a greater number (27.4%) were in disagreement that the county government's approval ratings have increased. However, the results revealed that some respondents strongly agreed (23.4%) and agreed (20.9%) that the county government's approval ratings have increased. Few (6%) respondents strongly disagreed that the county government's approval ratings have increased. Overall, the mean of 3.3 and the S.D. of 1.26 denote that the County Government of Mandera's approval ratings have increased moderately.

The results of the study established that almost a third (29.9%) strongly agreed that those who seek services from the those who participated in the study agreed and moderately agreed that those who seek services from the county have reported satisfaction respectively. On the other hand, there are those respondents who disagreed (21.4%) and strongly disagreed (6.5%) that those who seek services from the county have reported satisfaction. The computed mean of 3.5 reveals that most of those who participated in the study agreed that those who seek services from the county have reported satisfaction. The S.D. of 1.29 evinces that the views of the respondents clustered around the mean response.

In addition, nearly a third (32.3%) agreed that the revenue streams have increased whereas 12.9% and 17.9% agreed and moderately agreed to this statement in that order. In contrast, 24.4% disagreed that the revenue streams have increased, while 12.4% strongly disagreed that the revenue streams have increased. The computed mean of 3.3 signifies that a greater number of those who participated in the study affirmed that the revenue streams have enlarged moderately. The difference in the responses provided by the respondents is illustrated by a standard deviation of 1.45.

On equitable sharing of revenue, more than a third (34.8%) were in agreement strongly that there is equitable sharing of revenue in the county. Similarly, 20.9% and 17.9% agreed and moderately agreed that revenue was shared in an equity manner in Mandera County respectively. However, there are those respondents who disagreed (22.4%) and strongly disagreed (4.0%) that revenue was shared in an equity manner in Mandera County. Overall, the mean of 3.6 and the S.D. of 1.28 confirm that there is equitable sharing of resources in the county.

On the last statement, it is evident that majority (25.4%) were in strong agreement that they receive their salaries on time, 23.9% and 22.4% of the respondents also agreed and moderately agreed that they receive their salaries on time in that order. Conversely, 23.4% and

5.0% disagreed and strongly disagreed that they receive their salaries on time respectively.

The overall mean response of 3.4 indicates that a greater number of those who participated in the study moderately agreed that they receive their salaries on time. The S.D. of 1.23 signifies the clustering of the views around the mean response.

Diagnostic Tests

Multicollinearity Tests

The assumption of multicollinearity in linear regression must be fulfilled before data is regressed. Multicollinearity occurs when the predictor variables are highly correlated. Presence of high correlation among the 4Is of TL could potentially yield inaccurate results since their collinearity affects eventual influence on performance when regressed. To check for multicollinearity, the study applied the Variance Inflation Factor and the formal detection-tolerance. It is instructive to note that values greater than 0.1 for tolerance indicate absence of correlation among the predictor variables, while values less than 10 for Variance Inflation Factor indicate lack of linear correlation among the independent variables. From the study's findings, there was no multicollinearity. Table 14 presents the findings of the analyzed data.

Table 14

Collinearity Statistics

Independent Variables	Tolerance	VIF
Individualized consideration	.778	1.285
Inspirational motivation	.529	1.889
Idealized influence	.496	2.015
Intellectual stimulation	.532	1.881
Government policies	.882	1.133

Tests for Normality

Data were tested for normal distribution since this is one of the linear regression assumptions that should hold true to avoid spurious results. This means that data should not

have ‘noisy’ outliers that could potentially affect the final result (Mishra et al., 2019). To conduct normality test, the null hypothesis that sample populations are normally distributed was tested using Shapiro-Wilk Test of normality. The $p > 0.05$ failed to reject the null hypothesis. This meant that data were in tandem with a Gaussian distribution. Table 15 presents the findings.

Table 15

Test of Normality

Variable	Statistic	Sig.
Individualized consideration	.962	.587
Inspirational motivation	.926	.130
Idealized influence	.946	.316
Intellectual stimulation	.965	.837
Government policies	.946	.131
Performance	.927	.124

Autocorrelation

Durbin Watson test was applied to establish the presence or lack thereof for serial correlation. The test was conducted using the ANOVA where the figures for autocorrelation averaged at 2.0. This suggested lack of autocorrelation where the past values and the present values were not serially correlated. Table 16 illustrates the results on autocorrelation.

Table 16

Durbin-Watson Test for Autocorrelation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.682 ^a	.465	.451	.67023	1.963

a. Predictors: (Constant), Government Policies, Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation

b. Dependent Variable: Performance

Heteroscedasticity Tests

The assumptions of equal error variance must hold true before linear regression is conducted, signifying unequal variations of data points from the line of best fit violates the assumption of linear regression. To study this assumption, the null hypothesis is that data have constant error variance (homoscedasticity), while the alternative hypothesis that data does not have constant error variance (heteroscedasticity). $P < .05$ rejects the null hypothesis, while $P > .05$ fails to reject the null hypothesis. Homogeneity of error variance was tested using the Breusch Pagan test, where the null hypothesis that data have equal error variance (Homoscedasticity). The results indicated that data had homoscedasticity, that is, homogeneity in error variance since the null hypothesis was not rejected ($p > .05$). Table 17 indicates the results for heteroscedasticity.

Table 17

Heteroscedasticity test

Variables: fitted values of TL			
chi2(1)	=	1.86	Prob > chi2 = 0.1534
Ho: Constant variance			

Exploratory Factor Analysis

Preceding regression models, the study applied exploratory factor analysis to establish whether the predictor variables had significant factor loadings, that is, test the structural validity of the variables under study. Factors with loadings of 0.4 and above were considered appropriate. The results in Table 19 show that the factor loadings of all predictor variables ranged from 0.663 and 0.673 suggesting high convergent validity. Thus, in further analysis, the study used the four predictors of transformational leadership. The study applied exploratory factor analysis as a basis of reducing variables into the most significant predictor variables before applying Pearson correlation analysis to establish a linear relationship between

the predicted and explanatory variables. Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity tests offer a minimum threshold which should be passed before a factor analysis (or a principal component analysis) is conducted.

Table 18

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
Approx. Chi-Square		247.720
Bartlett's Test of Sphericity	df	6
	Sig.	.000

The Table 18 presents the communalities result which test the amount of each variable's variance caused by the retained factors, that is, the amount of variance that each item has in common with other factors. From the findings, no predictor variable had 100% communality or shared relationship with other predictors. Inspirational motivation had the highest (71.3%) shared relationship with other factors, while individualized considerations had lowest communality at 66.3%.

Table 19

Extraction Method: Principal Component Analysis

Components	Initial	Extraction
Individualized Consideration	1.000	.663
Inspirational Motivation	1.000	.713
Idealized Influence	1.000	.671
Intellectual Stimulation	1.000	.673

Extraction Method: PCA.

In the Table 20, PCA was applied as it allows the use of the Eigen value greater than one to extract components. The PCA was applied and one component extracted. From Table 20, the 4Is of transformational leadership explain 59.7% of the total variation.

Table 20

Total Variance Explained by Predictor Variables

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.388	59.699	59.699	2.388	59.699	59.699
2	.858	21.455	81.154			
3	.428	10.691	91.845			
4	.326	8.155	100.000			

Extraction Method: Principal Component Analysis.

Hypothesis Testing

The tests of hypotheses were based on the conceptual hypotheses of the study. They encompass the influence of IC on performance, influence of IM on performance, effect II on performance, influence of IS on performance, and the moderating effect of government policies on the relationship between transformational leadership and performance. The study also tested the joint effect of transformational leadership and government policies on performance of the County Government of Mandera. Simple linear regression model ($Y = \alpha + \beta_1X + \varepsilon$) was applied to test hypothesis one (H0₁), hypothesis two (H0₂), hypothesis three (H0₃), and hypothesis four (H0₄). In contrast, testing of moderation effect model ($Y = \beta_0 + \beta_1X + \beta_2Z + \beta_3X * Z + \varepsilon$) was applied to test hypothesis five (H0₅).

Based on the formulation of the research hypotheses, the significance level was set at 95% (P<.05). Thus, the rejection or failure to reject the null hypothesis was guided by the probability value (p value). P value of less than 0.05 (p<.05) rejected the null hypothesis, while P value of greater than 0.05 (p>.05) failed to reject the null hypothesis. Other

considerations in the interpretation of the results considered the coefficient of determination (R-Square), beta values and F-Statistic values. The R-Square measures the changes in the outcome variable explained by change in the predictor variable. High R-Square indicated high explanatory power of the model. The F-Statistic values were compared to the F-Critical values to guide hypothesis testing. The beta values (β) made it possible to explain the direction (negative or positive) of the relationship between predictor and outcome variables. The results of the analyzed data are presented according to the research hypothesis along the study objectives.

Individualized Consideration

This section tested the first null hypothesis (H_{01}) of the study which stated as follows:

H_{01} : Individualized consideration has no significant effect on the performance of Mandera county government in Kenya.

The first objective of the study was to investigate the influence of IC on performance of The County Government of Mandera in Kenya. To determine the effect of IC, hypothesis one (H_{01}) was tested. Simple linear regression was applied to test the existence of the association or lack of it. The equation of IC on performance stated: $Y = \alpha + \beta_1 X + \varepsilon$, where α = constant (intercept), X = is the composite index of IC, ε = Error term. The p-value corresponding to β_1 was calculated and H_0 tested through $P\text{-value} \leq \alpha$, reject H_0 . Table 21 presents the results.

Table 21

Regression Results on the Relationship Between Individualized Consideration and Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.129 ^a	.017	.012	.89925		
a. Predictors: (Constant), Individualized Consideration						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.738	1	2.738	3.386	.067 ^b
	Residual	160.921	199	.809		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Individualized Consideration						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.953	.333		8.872	.000
	Individualized Con- sideration	.157	.086	.129	1.840	.067

a. Dependent Variable: Performance

Table 21 illustrates the effect of IC on the performance of The County Government of Mandera. The results show that there is no significant association between IC and the performance of the county government of Mandera ($P > .05$). Correlation coefficient (R) is 0.129 for performance. The correlation between IC and the performance of the county government of Mandera is moderately weak. The results further indicate that there are different variations in the county government's performance and IC. The R^2 of 0.017 explains that 1.7% of the variations of county performance are a result of IC. This signifies that 98.3% of performance is a result of variables not contained in the analysis.

The Analysis of Variance in Table 21 show a probability value of 0.067, which is greater than the set level of significance (0.05). Thus, the model is not significant in

predicting the interlinkage between IC and performance of the County Government of Mandera. The study's null hypothesis stated that IC has no significant effect on the performance of the county government was not rejected at 95% confidence level. Thus, the study concludes that IC does not have a statistically significant effect on the performance of the County Government of Mandera. The simple linear regression results indicate that holding IC constant, the performance of the County Government of Mandera will be 2.953. Furthermore, a unit change in IC will lead to .157 units increase in the performance of the County Government of Mandera.

The model $Y = \alpha + \beta_1 X + \varepsilon$,

Where:

Y= Performance of the County Government of Mandera and X= Individualized Considerations becomes:

$$Performance = 2.953 + .157 \text{ Individualized Considerations} + 0$$

Inspirational Motivation

This section tested the second null hypothesis (H_{02}) of the study which stated as follows:

H_{02} : Inspirational motivation has no significant effect on the performance of Mandera county government in Kenya.

The second objective of the study was to determine the influence of IM on performance of The County Government of Mandera in Kenya. To determine the effect of IM, hypothesis two (H_{02}) was tested. Simple linear regression was applied to test the existence of the relationship or lack of it. The equation of IM on county performance stated: $Y = \alpha + \beta_1 X + \varepsilon$, where α = constant (intercept), X= is the composite index of IM, ε = Error term. The p-value corresponding to β_1 was computed and hypothesis determined through P-value $\leq \alpha$, reject H_0 . Table 22 displays the findings.

Table 22

Regression Results on the Effect of Inspirational Motivation on Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.051 ^a	.003	-.002	.90567		
a. Predictors: (Constant), Inspirational Motivation						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.431	1	.431	.526	.469 ^b
	Residual	163.229	199	.820		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Inspirational Motivation						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.801	.347		10.950	.000
	Inspirational Motivation	-.066	.091	-.051	-.725	.469

a. Dependent Variable: Performance

Table 22 shows results on the effect of IM on the performance of the County Government of Mandera. The results show that there is no significant association between IM and the performance of the county government, ($P > .05$) Correlation coefficient (R) is 0.051 for performance. The correlation between IM and the performance of the county government is weak. The results further indicate that there are different variations in the county government's performance and IM. The R square of 0.003 explains that 0.3% of the variations of county performance have been explained by the variable of IM, signifying that 99.7% of performance is a result of variables not contained in the analysis.

The Analysis of Variance in Table 22 show a probability value of 0.469, which is greater than the set level of significance (0.05). Thus, the model is not significant in

predicting the interlinkage between IM and performance of the County Government of Mandera. The study's null hypothesis stated that IM has no significant effect on the performance of Mandera County Government in Kenya was not rejected at 95% confidence level. Thus, the study concludes that IM does not have a statistically significant effect on the performance. The simple linear regression results indicate that holding inspirational motivation constant, the performance of the County Government of Mandera will be 3.801. Furthermore, a unit change in IM will lead to -.066 units increase in the performance of the County Government of Mandera.

The model $Y = \alpha + \beta_1 X + \varepsilon$,

Where:

Y= Performance of the County Government of Mandera and X= inspirational motivation becomes:

Performance = 3.801 – .066 inspirational motivation + 0

Idealized Influence

This section tested the third null hypothesis (H_{03}) of the study which stated as follows:

H_{03} : Idealized influence has no significant effect on the performance of Mandera county government in Kenya.

The third objective of the study was to establish the effect of II on performance of The County Government of Mandera in Kenya. To determine the effect of II, hypothesis one (H_{03}) was tested. Simple linear regression was applied to test the existence of the relationship or lack of it. The equation of II on county performance stated: $Y = \alpha + \beta_1 X + \varepsilon$, where α =constant (intercept), X= is the composite index of idealized influence, ε = Error term. The probability value corresponding to β_1 was calculated and hypothesis determined through P-value $\leq \alpha$, reject H_0 . Table 23 presents analysis of data.

Table 23

Regression Results on the Effect of Idealized Influence on Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.046 ^a	.002	-.003	.90590		
a. Predictors: (Constant), Idealized Influence						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.348	1	.348	.424	.516 ^b
	Residual	163.312	199	.821		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Idealized Influence						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.389	.261		12.978	.000
	Idealized Influence	.045	.069	.046	.651	.516
a. Dependent Variable: Performance						

Table 23 illustrates the effect of II on the performance of the county government of Mandera. The results show that there is no significant association between II and the performance of The County Government of Mandera ($P > .05$). Correlation coefficient (R) is 0.046 for performance. The correlation between II and the performance of the county government is weak. The results further indicate that there are different variations in county government performance and II. The R Square of 0.002 explains that 0.2% of the variations of county performance are a result of II. This signifies that 98.2% of performance is a result of variables not contained in the analysis.

The Analysis of Variance in Table 23 show a probability value of 0.516, which is greater than the set level of significance (0.05). Thus, the model is not significant in

predicting the interlinkage between II and performance of the County Government of Mandera. The study's null hypothesis stated that II has no significant effect on the performance of Mandera county government in Kenya was not rejected at 95% confidence level. Thus, the study concludes II does not have a statistically significant effect on the performance of the County Government of Mandera. The simple linear regression results indicate that holding II constant, the performance of the County Government of Mandera will be 3.389. Furthermore, a unit change in II will lead to .045 units increase in the performance of the County Government of Mandera.

The model $Y = \alpha + \beta_1 X + \varepsilon$,

Where:

Y= Performance of the County Government of Mandera and X= idealized influence

becomes: *Performance* = 3.389 + .045 *idealized influence* + 0

Intellectual Stimulation

This section tested the fourth null hypothesis (H_{04}) of the study which stated as follows:

H₀₄: Intellectual stimulation has no significant effect on the performance of Mandera county government in Kenya.

The fourth objective of the study was to assess the influence of IM on performance of the county government of Mandera in Kenya. To determine the effect of IM, hypothesis four (H_{04}) was tested. Simple linear regression was applied to test the existence of the relationship or the lack thereof. The equation of IM on county performance stated: $Y = \alpha + \beta_1 X + \varepsilon$, where α = constant (intercept), X= is the composite index of IM, ε = Error term. The probability value corresponding to β_1 was calculated and hypothesis determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 24 presents the results.

Table 24

Regression Results on the Effect of Intellectual Stimulation on performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.264 ^a	.070	.065	.87462		
a. Predictors: (Constant), Intellectual Stimulation						
ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	11.432	1	11.432	14.944	.000 ^b
	Residual	152.228	199	.765		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Intellectual Stimulation						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.124	.375		5.662	.000
	Intellectual Stimulation	.379	.098	.264	3.866	.000
a. Dependent Variable: Performance						

Table 24 illustrates the effect of IS on the performance of the county government of Mandera. The results show that there is a significant association between IS and the performance of the county government of Mandera ($P < .05$). Correlation coefficient (R) is 0.264 for performance. The correlation between IS and the performance of the county government of Mandera is moderate. The results further indicate that there are different variations in county government performance and IS. The R square of 0.070 explains that 7.0% of the variations of county performance are a result of IS. This signifies that 93.0% of performance variance is a result of variables not contained in the analysis.

The Analysis of Variance in Table 24 indicates a probability value of 0.00, which is less than the set level of significance (0.05). Thus, the model is significant in predicting the

interlinkage between IS and performance of the County Government of Mandera. The study's null hypothesis stated that IS has no significant effect on the performance of Mandera county government in Kenya was rejected at 95% confidence level. Thus, the study concludes that IS has a statistically significant effect on the performance of the county government. The simple linear regression results indicate that holding IS constant, the performance of the County Government of Mandera will be 2.124. Furthermore, a unit change in IS will lead to .379 units increase in the performance of the County Government of Mandera.

The model $Y = \alpha + \beta_1 X + \varepsilon$,

Where:

Y= Performance of the County Government of Mandera and X= intellectual stimulation becomes:

Performance = 2.124 + .379 intellectual stimulation + 0

The Moderating effect of Government Policies

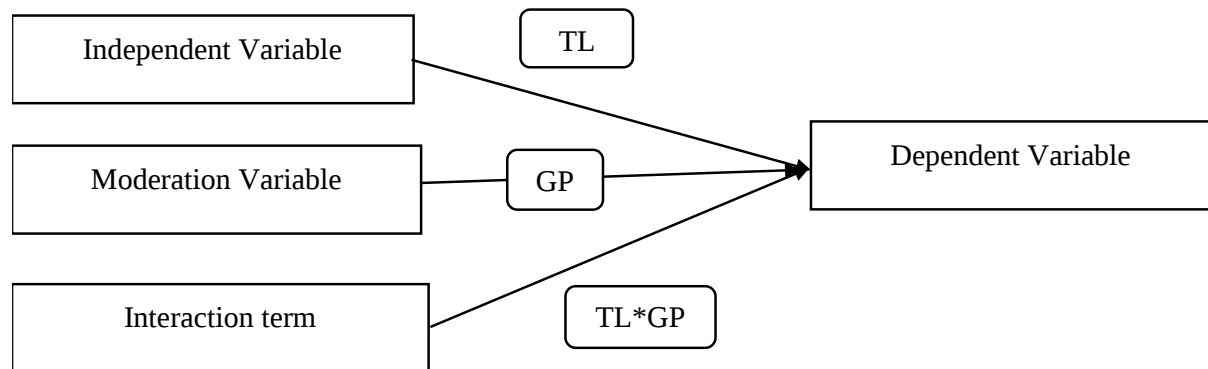
This section tested the fifth null hypothesis (H_{05}) of the study which stated as follows:
H₀₅: National government policies have no significant moderating effect on the relationship between transformational leadership and performance of Mandera county government in Kenya.

The fifth objective of the study was to assess the moderating effect of Government Policies (GP) on the relationship between TL and performance of Mandera county government in Kenya. To determine the moderating effect of GP, hypothesis five (H_{05}) was tested. Hierarchical regression was applied to test the existence of the relationship or the lack thereof. The equation of GP on county performance stated: $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon$, where α = constant (intercept), X= is the composite index of government policies, ε = Error term. The probability value corresponding to β_1 - β_3 was calculated and hypothesis

determined through $P\text{-value} \leq \alpha$, reject H_0 . Figure 15 visualizes hierarchical regression that was applied in testing for moderation of GP.

Figure 15

Path Diagram for Testing of Moderation



Government Policies and Performance.

Before testing for the moderation effect of the GP, the study sought to establish whether GP had a statistically significant effect on the performance of the County Government of Mandera. This was done using simple linear regression analysis. The equation of GP on county performance stated: $Y = \alpha + \beta_1 X + \varepsilon$, where α = constant (intercept), X = is the composite index of IM, ε = Error term. The p-value corresponding to β_1 was computed and hypothesis determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 25 details the results.

Table 25

Regression Results on the Effect of Government Policies on Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.592 ^a	.351	.348	.73063		
a. Predictors: (Constant), Government Policies						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.429	1	57.429	107.580	.000 ^b
	Residual	106.231	199	.534		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), GP						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.100	.242		4.543	.000
	Government Policies	.643	.062	.592	10.372	.000

a. Dependent Variable: Performance

Table 25 illustrates the effect of GP on the performance of The County Government of Mandera. The results show that there is a significant association between government policies and the performance of the County Government of Mandera ($P < .05$). Correlation coefficient (R) is 0.592 for performance. The correlation between GP and the performance of The County Government of Mandera is moderately high. The results further indicate that there are different variations in county government performance and government policies. The R^2 of 0.351 explains that 35.1% of the variations of county performance is a result of GP. This signifies that performance variance of 64.9% is explained by variables not contained in this study.

The Analysis of Variance in Table 25 show a probability value of 0.00, which is less than the predetermined level of significance (0.05). This indicates that the model has a

goodness of fit, denoting that the model can predict the association between the variables.

The simple linear regression results indicate that holding GP constant, the performance of the County Government of Mandera will be 1.100. Furthermore, a unit change in GP will lead to .643 units increase in the performance of the county government.

The model, $Y = \alpha + \beta_1 X + \varepsilon$,

Where:

Y= Performance of the County Government of Mandera and X= government policies becomes:

$$Performance = 1.100 + .643 \text{ government policies} + 0$$

Transformational Leadership, Government Policies and Performance.

The study sought to determine the moderating effect of GP on the association between TL and the performance of Mandera County Government in Kenya. To determine the moderating effect of GP, hypothesis five (H_{05}) was tested. Hierarchical regression was applied to test the existence of the relationship or the lack thereof. The equation of GP on county performance stated: $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon$, where α = constant (intercept), X= is the composite index of TL (4Is), ε = Error term. The probability value corresponding to β_1 - β_3 was calculated and hypothesis determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 26 present the results.

Table 26

Regression Results on the Moderating Effect of Government Policies on the Relationship between Transformational Leadership and Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.117 ^a	.014	.009	.90066	.014	2.753	1	199	.099
2	.596 ^b	.356	.349	.72984	.342	105.055	1	198	.000
3	.611 ^c	.373	.363	.72174	.017	5.469	1	197	.020
a. Predictors: (Constant), TL									
b. Predictors: (Constant), TL, GP									
c. Predictors: (Constant), TL, GP, TL*GP									
ANOVA ^a									
Model	Sum of Squares			df	Mean Square	F	Sig.		
1	Regression	2.234		1	2.234	2.753	.099 ^b		
	Residual	161.426		199	.811				
	Total	163.660		200					
2	Regression	58.193		2	29.096	54.624	.000 ^c		
	Residual	105.467		198	.533				
	Total	163.660		200					
3	Regression	61.041		3	20.347	39.061	.000 ^d		
	Residual	102.618		197	.521				
	Total	163.660		200					
a. Dependent Variable: Performance,									
b. Predictors: (Constant), TL									
c. Predictors: (Constant), TL, GP									
d. Predictors: (Constant), TL, GP, TL*GP									
Coefficients ^a									
Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.		
	B	Std. Error	Beta						
1	(Constant)	2.866	.419			6.840	.000		
	Transformational Leadership	.183	.110	.117		1.659	.099		
2	(Constant)	1.431	.367			3.896	.000		
	Transformational Leadership	-.113	.094	-.072		-1.197	.233		
	Government Policies	.667	.065	.614		10.250	.000		
3	(Constant)	4.354	1.301			3.345	.001		
	Transformational Leadership	-.928	.361	-.591		-2.572	.011		
	Government Policies	-.132	.348	-.122		-.380	.704		
	Transformational Leadership*Government Policies	.220	.094	1.032		2.339	.020		

a. Dependent Variable: Performance

Table 26 illustrates the summary of the moderating effect of GP on the relationship between TL and performance of Mandera County Government. The results show that the correlation coefficient (R) of TL is 0.117, when the parameter of GP is added it increases to 0.596, with addition of the parameter of the interaction of TL and GP (X*Z) it increases to 0.611. The correlation between TL and GP on performance of Mandera County Government is moderately high. The results further indicate that there are different variations in performance of the county government by TL and GP. The R² of 0.373 explains that 37.3% of the variations of performance of Mandera County Government are a result of TL, GP, and the interaction of TL and GP. This suggests that 62.7% of the performance variance is a result of variables not contained in the study.

The Analysis of Variance in Table 26 under model 3 show a probability value of 0.00, which is less than the set level of significance (0.05). Thus, the model has a goodness of fit to predict the association. The study's null hypothesis stated that national GP have no significant moderating effect on the association between TL and performance of Mandera County Government in Kenya was rejected at 95% confidence level. This elucidates that GP have a statistically significant moderating effect on the relationship between TL and performance of Mandera County Government in Kenya.

The hierarchical regression model $Y = \alpha + \beta_1X + \beta_2Z + \beta_3X * Z$

Where:

Y= Performance of the County Government of Mandera; X= TL, Z= GP, and X*Z= interaction between TL and GP. becomes:

$$Performance = 4.354 - .928TL - .132GP + .220TL * GP$$

Individualized Consideration, Government Policies and Performance.

The study sought to determine the moderating effect of GP on the relationship between IC and the performance of Mandera County Government in Kenya. Hierarchical

regression was applied to test the existence of the relationship or lack of it. The equation of government policies on county performance stated: $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon$, where α = constant (intercept), X = is the composite index of IC, Z = is the composite index of GP; ε = Error term; XZ = interaction terms of IC and government policies; $\beta_1, \beta_2, \beta_3$ = coefficient estimate of the effect of X, Z and $X * Z$ on Y respectively. The p-value corresponding to $\beta_1 - \beta_3$ was calculated and effect determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 27 details the results.

Table 27

Regression Results on the Moderating Effect of Government Policies on the Relationship between Individualized Consideration and Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.129 ^a	.017	.012	.89925	.017	3.386	1	199	.067
2	.596 ^b	.355	.349	.73008	.338	103.908	1	198	.000
3	.610 ^c	.372	.363	.72220	.017	5.346	1	197	.022

a. Predictors: (Constant), IC b. Predictors: (Constant), IC, GP c. Predictors: (Constant), IC, GP, IC*GP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.738	1	2.738	3.386	.067 ^b
	Residual	160.921	199	.809		
	Total	163.660	200			
2	Regression	58.123	2	29.061	54.523	.000 ^c
	Residual	105.537	198	.533		
	Total	163.660	200			
3	Regression	60.911	3	20.304	38.928	.000 ^d
	Residual	102.749	197	.522		
	Total	163.660	200			

a. Dependent Variable: Performance b. Predictors: (Constant), IC c. Predictors: (Constant), IC, GP d. Predictors: (Constant), IC, GP, IC*GP

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.953	.333		8.872	.000
	IC	.157	.086	.129	1.840	.067
2	(Constant)	.825	.341		2.416	.017
	IC	.080	.070	.066	1.141	.255
	GP	.636	.062	.585	10.194	.000
3	(Constant)	3.320	1.131		2.936	.004
	IC	-.610	.306	-.501	-1.992	.048
	GP	-.024	.292	-.022	-.082	.935
	IC*GP	.181	.078	.884	2.312	.022

a. Dependent Variable: Performance

Table 27 illustrates the summary of the moderating effect of GP on the relationship between IC and performance of Mandera County Government. The results show that the R of IC is 0.129, when the parameter of GP is added it increases to 0.596, with addition of the parameter of the interaction of IC and GP (X*Z) it increases to 0.611. The correlation between IC and GP on performance of Mandera County Government is moderately high. The results further indicate that there are different variations in performance of Mandera County Government by IC and government policies. The R² of 0.372 explains that 37.2% of the variations of performance of Mandera County Government are a result of IC, GP, and the interaction of IC and GP. This suggests that 62.8% of the performance variations are a result of variables not contained in the analysis.

The Analysis of Variance findings in Table 27 under model 3 show a probability value of 0.00, which is less than the set level of significance (0.05). This indicates that the model has a goodness of fit in predicting the relationship under study. Thus, the study concludes that GP have a statistically significant moderating effect on the relationship between IC and performance of the county government.

The hierarchical regression model $Y = \alpha + \beta_1X + \beta_2Z + \beta_3X * Z$

Where:

Y= Performance of the County Government of Mandera; X= IC, Z= GP, and X*Z= interaction between IC and GP. becomes:

$$Performance = 3.320 - .610 IC - .024GP + .181 IC * GP$$

Inspirational Motivation, Government Policies and Performance.

The study sought to determine the moderating effect of GP on the relationship between IM and the performance of Mandera County Government in Kenya. Hierarchical regression was applied to test the existence of the relationship or lack of it. The equation of GP on county performance stated: $Y = \alpha + \beta_1X + \beta_2Z + \beta_3X * Z + \varepsilon$, where α = constant

(intercept), X = is the composite index of IM, Z = is the composite index of GP; ε = Error term; XZ = interaction terms of IM and GP; $\beta_1, \beta_2, \beta_3$ = coefficient estimate of the effect of X , Z and $X*Z$ on Y respectively. The p-value corresponding to β_1 - β_3 was calculated and effect determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 28 details the findings.

Table 28

Regression results on the moderating effect of government policies on the relationship between inspirational motivation and performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.051 ^a	.003	-.002	.90567	.003	.526	1	199	.469
2	.619 ^b	.383	.376	.71437	.380	121.849	1	198	.000
3	.634 ^c	.402	.393	.70465	.020	6.504	1	197	.012
a. Predictors: (Constant), Inspirational Motivation									
b. Predictors: (Constant), Inspirational Motivation, Government Policies									
c. Predictors: (Constant), Inspirational Motivation, Government Policies, Inspirational Motivation*Government Policies									
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F				Sig.
1	Regression	.431	1	.431	.526				.469 ^b
	Residual	163.229	199	.820					
	Total	163.660	200						
2	Regression	62.614	2	31.307	61.347				.000 ^c
	Residual	101.045	198	.510					
	Total	163.660	200						
3	Regression	65.844	3	21.948	44.203				.000 ^d
	Residual	97.816	197	.497					
	Total	163.660	200						
a. Dependent Variable: Performance b. Predictors: (Constant), Inspirational Motivation c. Predictors: (Constant), Inspirational Motivation, Government Policies d. Predictors: (Constant), Inspirational Motivation, Government Policies, Inspirational Motivation*Government Policies									
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.			
		B	Std. Error						
1	(Constant)	3.801	.347		10.950	.000			
	Inspirational Motivation	-.066	.091	-.051	-.725	.469			
2	(Constant)	1.821	.327		5.562	.000			
	Inspirational Motivation	-.234	.073	-.182	-3.188	.002			
	Government Policies	.684	.062	.630	11.039	.000			
3	(Constant)	4.290	1.021		4.203	.000			
	Inspirational Motivation	-.926	.281	-.721	-3.297	.001			
	Government Policies	.010	.272	.009	.036	.972			
	Inspirational Motivation*Government Policies	.187	.073	.914	2.550	.012			

a. Dependent Variable: Performance

Table 28 illustrates the summary of the moderating effect of GP on the relationship between IM and performance of Mandera County Government. The results show that the R of IM is 0.051, when the parameter of GP is added it increases to 0.619, with addition of the parameter of the interaction of IM and GP (X*Z) it increases to 0.634. The correlation between IM and GP on performance of Mandera County Government is moderately high. The results further indicate that there are different variations in performance of Mandera County Government by IM and GP. The R² of 0.393 explains that 39.3% of the variations of performance of Mandera County Government are a result of IM, GP, and the interaction of IM and GP. This suggests that 60.1% of the variations in performance are a result of variables not part of the study.

The Analysis of Variance findings in Table 28 under model 3 show a probability value of 0.00, which is less than the predetermined level of significance (0.05). This illustrates that the model has a goodness of fit to predict the association. Thus, the study elucidates that GP has a statistically significant moderating effect on the relationship between IM and performance of Mandera county government in Kenya.

The hierarchical regression model $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z$

Where:

Y= Performance of the County Government of Mandera; X= IM, Z= GP, and X*Z= interaction between IM and GP. becomes:

$$Performance = 4.290 - .926 IM - .010 GP + .187 IM * GP$$

Idealized Influence, Government Policies and Performance.

The study sought to determine the moderating effect of GP on the relationship between II and the performance of Mandera County Government in Kenya. Hierarchical regression was applied to test the existence of the relationship or lack of it. The equation of GP on county performance stated: $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon$, where α = constant

(intercept), X = is the composite index of II, Z = is the composite index of GP; ε = Error term; XZ = interaction terms of II and GP; $\beta_1, \beta_2, \beta_3$ = coefficient estimate of the effect of X , Z and $X*Z$ on Y respectively. The p-value corresponding to $\beta_1 - \beta_3$ was calculated and effect determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 29 indicates the results.

Table 29

Regression Results on the Moderating Effect of Government Policies on the Relationship between Idealized Influence and Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.046 ^a	.002	-.003	.90590	.002	.424	1	199	.516
2	.609 ^b	.371	.365	.72111	.369	116.059	1	198	.000
3	.612 ^c	.375	.365	.72075	.004	1.198	1	197	.275
a. Predictors: (Constant), Idealized Influence									
b. Predictors: (Constant), Idealized Influence, Government Policies									
c. Predictors: (Constant), Idealized Influence, Government Policies, Idealized Influence*Government Policies									
ANOVA ^a									
Model	Sum of Squares			df	Mean Square		F	Sig.	
1	Regression		.348	1	.348		.424	.516 ^b	
	Residual		163.312	199	.821				
	Total		163.660	200					
2	Regression		60.699	2	30.350		58.364	.000 ^c	
	Residual		102.961	198	.520				
	Total		163.660	200					
3	Regression		61.321	3	20.440		39.347	.000 ^d	
	Residual		102.339	197	.519				
	Total		163.660	200					
a. Dependent Variable: Performance									
b. Predictors: (Constant), Idealized Influence									
c. Predictors: (Constant), Idealized Influence, Government Policies									
d. Predictors: (Constant), Idealized Influence, Government Policies, Idealized Influence*Government Policies									
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients		t		Sig.	
		B	Std. Error	Beta					
1	(Constant)	3.389	.261			12.978		.000	
	Idealized Influence	.045	.069	.046		.651		.516	
2	(Constant)	1.443	.275			5.240		.000	
	Idealized Influence	-.145	.058	-.148		-2.508		.013	
	Government Policies	.693	.064	.638		10.773		.000	
3	(Constant)	2.397	.914			2.623		.009	
	Idealized Influence	-.414	.252	-.423		-1.640		.103	
	Government Policies	.431	.247	.397		1.745		.083	
	Idealized Influence*Gov- ernment Policies	.072	.066	.422		1.094		.275	

a. Dependent Variable: Performance

Table 29 illustrates the summary of the moderating effect of GP on the relationship between II and performance of Mandera County Government. The results show that the R of

II is 0.046, when the parameter of GP is added it increases to 0.609, with addition of the parameter of the interaction of II and GP ($X*Z$) it increases to 0.612. The correlation between II and GP on performance of Mandera County Government is moderately high. The results further indicate that there are different variations in performance of Mandera County Government by II and GP. The R^2 of 0.375 explains that 37.5% of the variations of performance of Mandera County Government are a result of II, GP, and the interaction II and GP. This suggests that 62.5% of the performance variations are a result of variables not contained in the analysis.

The Analysis of Variance findings in Table 29 under model 3 show a probability value of 0.00, which is less than the set level of significance (0.05). This illustrates that model is significant in predicting the association. Thus, the study elucidates that GP have a statistically significant moderating effect on the relationship between II and performance of the county government.

The hierarchical regression model $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z$

Where:

Y = Performance of the County Government of Mandera; X = II, Z = GP, and $X*Z$ = interaction between II and GP. becomes:

$$Performance = 2.397 - 0.414 II + 0.431 GP + 0.072 II * GP$$

Intellectual Stimulation, Government Policies and Performance.

The study sought to determine the moderating effect of GP on the relationship between IS and the performance of Mandera County Government in Kenya. Hierarchical regression was applied to test the existence of the relationship or lack of it. The equation of GP on county performance stated: $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z + \varepsilon$, where α = constant (intercept), X = is the composite index of IS, Z = is the composite index of GP; ε = Error term; XZ = interaction terms of IS and GP; $\beta_1, \beta_2, \beta_3$ = coefficient estimate of the effect of X, Z and

X*Z on Y respectively. The p-value corresponding to β_1 - β_3 was calculated and effect determined through $P\text{-value} \leq \alpha$, reject H_0 . Table 30 presents the results.

Table 30

Regression Results on the moderating Effect of Government Policies on the Relationship between Intellectual Stimulation and Performance.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.264 ^a	.070	.065	.87462	.070	14.944	1	199	.000
2	.598 ^b	.358	.351	.72868	.288	88.699	1	198	.000
3	.605 ^c	.366	.357	.72555	.009	2.710	1	197	.101
a. Predictors: (Constant), Intellectual Stimulation									
b. Predictors: (Constant), Intellectual Stimulation, Government Policies									
c. Predictors: (Constant), Intellectual Stimulation, Government Policies, Intellectual Stimulation*Government Policies									
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F				Sig.
1	Regression	11.432	1	11.432	14.944				.000 ^b
	Residual	152.228	199	.765					
	Total	163.660	200						
2	Regression	58.528	2	29.264	55.115				.000 ^c
	Residual	105.132	198	.531					
	Total	163.660	200						
3	Regression	59.955	3	19.985	37.964				.000 ^d
	Residual	103.705	197	.526					
	Total	163.660	200						
a. Dependent Variable: Performance									
b. Predictors: (Constant), Intellectual Stimulation									
c. Predictors: (Constant), Intellectual Stimulation, Government Policies									
d. Predictors: (Constant), Intellectual Stimulation, Government Policies, Intellectual Stimulation*Government Policies									

Table 30 illustrates the summary of the moderating effect of GP on the relationship between IS and performance of Mandera County Government. The results show that the correlation coefficient (R) of IS is when the parameter of government policies is added it

increases to 0.598, with addition of the parameter of the interaction of IS and GP ($X*Z$) it increases to 0.605. The correlation between IS and GP on performance of Mandera County Government is moderately high. The results further indicate that there are different variations in performance of Mandera County Government by IS and GP. The R^2 of 0.357 explains that 35.7% of the variations of performance of Mandera County Government are a result of IS, GP, and the interaction of IS and GP. This suggests that 64.3% of the variations are a result of variables not contained in the analysis.

The Analysis of Variance in Table 30 show a probability value of 0.00, which is less than the predetermined level of significance (0.05). This illustrates that the regression model has a goodness of fit to predict the association. Thus, the study concludes that GP have a statistically significant moderating effect on the relationship between IS and performance of Mandera county government in Kenya.

Table 31

Regression Coefficients on the Moderating Effect of Government Policies on the Relationship between Intellectual Stimulation and Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	2.124	.375		5.662	.000
	Intellectual Stimulation	.379	.098	.264	3.866	.000
2	(Constant)	.745	.345		2.160	.032
	Intellectual Stimulation	.124	.086	.086	1.439	.152
	Government Policies	.614	.065	.565	9.418	.000
3	(Constant)	2.799	1.294		2.163	.032
	Intellectual Stimulation	-.449	.358	-.313	-1.253	.212
	Government Policies	.061	.342	.056	.179	.858
	Intellectual Stimulation*Government Policies	.152	.092	.745	1.646	.101

a. Dependent Variable: Performance

The hierarchical regression model $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X * Z$

Where:

Y= Performance of the County Government of Mandera; X= IS, Z= GP, and X*Z= interaction between IS and GP. becomes:

$$Performance = 2.799 - .449 IS + .061 GP + .152 IS * GP$$

Combined Effect of the 4Is and Government Policies on Performance

The study applied multiple linear regression analysis to establish the relative influence of each of the predictor and moderating variables (GP, IC, II, IS, IM) in relation to performance of the County Government of Mandera. Table 32 presents the analysis of data.

Table 32

Regression results on the Combined Effect of the 4Is and Government Policies on Performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.682 ^a	.465	.451	.67023	
a. Predictors: (Constant), Government Policies, Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.064	5	15.213	33.866	.000 ^b
	Residual	87.596	195	.449		
	Total	163.660	200			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Government Policies, Individualized Consideration, Idealized Influence, Intellectual Stimulation, Inspirational Motivation						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.796	.365		2.180	.030
	Individualized Consideration	.185	.072	.152	2.563	.011
	Inspirational Motivation	-.383	.093	-.298	-4.142	.000
	Idealized Influence	-.198	.073	-.202	-2.716	.007
	Intellectual Stimulation	.459	.103	.320	4.452	.000
	Government Policies	.650	.061	.599	10.732	.000

a. Dependent Variable: Performance

As indicated in the model summary, coefficient of determination demonstrates the degree to which the outcome variable can be explained by the changes in the predictor variables. The five variables that were studied, explain 46.5% of variance in performance of the County Government of Mandera represented by the R^2 . This therefore means that other factors not studied in this research contribute 53.5% of variance in the outcome variable. The Analysis of Variance in table 32, the overall model was significant in predicting the

relationship between the 4Is of TL, GP and the performance of the County Government of Mandera. The Probability value was 0.000, which was less than the ser level of significance (0.05. This indicates that the model has a goodness of fit to predict the association.

Effect of the 4Is of Transformational Leadership on Performance

The study applied multiple linear regression analysis to establish the relative influence of each of the predictor and moderating variables (IC, II, IS, IM) in relation to performance of the County Government of Mandera. Table 33 presents the analysis of data.

Table 33

Model Summary on 4Is

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386 ^a	.149	.131	.84314

a. Predictors: (Constant), IS, IC, IM, II

The 4Is of TL that explain 14.9% of variance in performance of the County Government of Mandera as indicated by the R^2 . This therefore means that other factors not studied in this research contribute 85.1% of variance in the dependent variable.

Table 34

Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.325	4	6.081	8.555	.000 ^b
	Residual	139.334	196	.711		
	Total	163.660	200			

a. Dependent Variable: Performance

b. Predictors: (Constant), IS, IC, IM, II

Table 34 illustrates Analysis of Variance results. The F critical at 5% level of significance was 2.418 for df of 4 and 196. Since F calculated was greater than the F critical (value = 8.555), this shows that the overall model was significant in predicting the relationship between the four dimensions of TL and performance of the County Government of Mandera.

The P value was 0.000, which was less than the set level of significance (0.05), thus showing a correlation between the predictor's variables (IS, IC, IM, II) and outcome variable performance of the County Government of Mandera). If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 35

Coefficients of Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	.428		5.199	.000
	Individualized Consideration	.198	.091	.163	2.179	.031
	Inspirational Motivation	-.392	.116	-.305	-3.363	.001
	Idealized Influence	-.093	.091	-.095	-1.024	.307
	Intellectual Stimulation	.631	.128	.440	4.929	.000

a. Dependent Variable: Performance

From the regression findings, the substitution of the multiple linear equation become:

$$Y = 2.224 + 0.198X_1 - 0.392X_2 - 0.093X_3 + 0.631X_4$$

Where Y is the outcome variable (performance of the County Government of Mandera), X_1 is IC, X_2 is IM, X_3 is II, and X_4 is IS.

According to the equation, taking all factors (IS, IC, IM, II) constant at zero, performance of the County Government of Mandera will be 2.224. The data findings also showed that a unit change in IC variable would lead to a 0.198 (19.8%) increase in the performance of the County Government of Mandera. A unit change in IM would lead to a 0.392 (39.2%) decrease in the performance of the County Government of Mandera, while a unit change in II would lead to a 0.093 (9.3%) decrease in the in performance of the County Government of Mandera. Furthermore, a unit change in IS variable would lead to a 0.631 (63.1%) increase in

the performance of the County Government of Mandera. This means that the order of significance on effects of the 4Is of TL was IS, IC, II and IM respectively. Among the 4Is of TL, II was not statistically significant while the remaining three dimensions of TL (IC, IM, II) were significantly associated with the performance of the County Government of Mandera.

Pearson Correlation Analysis

The study applied the Pearson correlation analysis to establish the direction and strength of the relationship between the four dimensions of transformational leadership. Table 36 presents results of the analyzed data.

Table 36

Pearson Correlation Analysis

		1	2	3	4	5	6
Individualized Consideration (1)	Pearson Correlation	1	.457**	.216**	.287**	.109	.129
	Sig. (2-tailed)		.000	.002	.000	.123	.067
	N	201	201	201	201	201	201
Inspirational Motivation (2)	Pearson Correlation	.457**	1	.577**	.531**	.207**	-.051
	Sig. (2-tailed)	.000		.000	.000	.003	.469
	N	201	201	201	201	201	201
Idealized Influence (3)	Pearson Correlation	.216**	.577**	1	.640**	.305**	.046
	Sig. (2-tailed)	.002	.000		.000	.000	.516
	N	201	201	201	201	201	201
Intellectual Stimulation (4)	Pearson Correlation	.287**	.531**	.640**	1	.315**	.264**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	201	201	201	201	201	201
Government Policies (5)	Pearson Correlation	.109	.207**	.305**	.315**	1	.592**
	Sig. (2-tailed)	.123	.003	.000	.000		.000
	N	201	201	201	201	201	201
Performance (6)	Pearson Correlation	.129	-.051	.046	.264**	.592**	1
	Sig. (2-tailed)	.067	.469	.516	.000	.000	
	N	201	201	201	201	201	201

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

Table illustrates the Pearson correlation coefficients on the relationships between the 4Is of TL and performance of the county government of Mandera. The results indicates that individualized consideration has a weak positive association with the performance of the county of Mandera, $r = (201), 129, p > .05$. This signifies positive association between

individualized consideration and performance. However, the association is not statistically significant. Thus, it can be concluded from the result that IC does not influence performance of the county government of Mandera. Furthermore, there was a negative and weak correlation between IM and performance of the county government of Mandera, $r = (201), -.051, p > .05$. However, the association between IM and performance is not statistically significant. This signifies that IM does not influence the performance of the county government of Mandera.

Moreover, there was a weak and positive correlation between II and performance of the county government of Mandera, $r = (201), .046, p > .05$. However, the relationship between II and performance of Mandera County is not statistically significant, suggesting that idealized influence does not influence the performance of Mandera County in a meaningful manner. On the contrary, there was a significant and positive correlation between IS and performance of the county government of Mandera, $r = (201), .264, p > .05$. This result indicates that IS has a statistically meaningful influence on the performance of the county government of Mandera. Similar, analysis of data indicated existence of a significant and positive correlation between government policies and performance of the county government of Mandera, $r = (201), .592, p > .05$. This result demonstrates that GP influence performance of the county government of Mandera. Results on the Pearson correlation analysis that IC, IM and II are not significantly correlated with the performance of the county government of Mandera. Though the association is not statistically significant, it weak since all the coefficients are less than 0.3. Conversely, IS and GP are significantly correlated with the dependent variable and the association is moderately strong based on the correlation coefficients.

Discussion of Results

This section provides a nuanced understanding of the study results in relation to how the study findings resonate with the existing literature, particularly on the interplay between

the 4Is of TL and performance. In this section, the discussion encompasses the influence of the four dimensions of TL on the performance of the County Government of Mandera. The goal of the discussion was to examine the extent to which findings of this research are in tandem or incongruent with existing body of knowledge with specific emphasis on transformational leadership and management of devolved units. It is instructive to note that there is resounding evidence in the existing knowledge on TL and how it enables organizations to achieve a competitive edge over their rivals. For instance, Agyemang *et al.* (2017) affirmed that TL is a critical factor in enhancing knowledge sharing in organizations since leaders influence the manner in which followers rethink or perceive old problems.

Individualized Consideration

The association between IC was tested against the performance of the County Government of Mandera. The results showed that IC does not have a statistically significant influence on Mandera County Government's performance. This result is comparable to the present body on knowledge, where several studies agree and disagree in equal measure to the current findings. For example, studies by Martin (2017); Malik *et al.* (2017); Dvir *et al.* (2015); Li *et al.* (2015); Koveshnikov and Ehrnrooth (2018), among others disagree with the findings of the current study. Martin (2017) was of the view that IC is one of the essential leadership attributes since followers offer honest empathy to their subordinates and mentors them to bring the best in them. Furthermore, leaders with IC traits attend to the needs of their subordinates. This result is comparable to the present study since it indicates that personalized attention to the subordinates is critical in enhancing their productivity. Though the current study established that IC influences performance, the association was not statistically significant. However, the study established that government policies are central to enhancing the dimension of IC since there are laid procedures on employee mentorship and showing empathy.

Furthermore, Dvir et al. (2015) disagrees with the findings of the current study. The author established that leaders who use IC are able to meet the needs of their subordinates through personalized empathy. This indicates that leaders in the County Government of Mandera should communicate with their subordinates as a means to accomplishing organizational goals. This is particularly informed by the fact that IC underlines the need for the leaders to communicate, encourage, and respect the followers.

Notably, Malik et al. (2017) disagrees with the findings of the current study by underlining that IC is one of the leadership traits that is essential in upscaling the motivation among the subordinates. The study mirrored the need for leaders to act as role models for their subordinates. This finding can be replicated in the County Government of Mandera where leaders should show empathy, particularly to employees who seem dejected. Similarly, Li et al. (2015)'s findings appeared to partially agree and disagree with the results of this study. For instance, the author stated that individualized consideration is central to the creativity of the employees since leaders offer personalized attention to a group member. This means that the leadership in the Mandera County Government should leverage IC as a panacea to understanding that employees have distinct needs that should be met at the individual level. Furthermore, employees have specific knowledge, abilities and needs that should be given unique attention. This suggests that Mandera County Government leadership should distribute rewards and assign tasks on individual basis since followers have varied abilities and weaknesses, thus cannot be assigned homogenous tasks and responsibilities.

Koveshnikov and Ehrnrooth (2018)'s study is comparable to the present study since the author provided accentuated understanding of the place and value of IC within the leadership context. The findings of the study agreed with the current study, where it was established that IC enables employees to identify themselves with the organization. Thus, leaders in Mandera County Government should make it possible for employees to develop a culture

that supports growth and development of the employees at the individual levels. One of the ways suggested by Dvir et al. (2015) on how leaders can leverage individualized consideration is through mentorship activities, career counselling, individual praises, specific rewards, and coaching followers with a view to ensuring that they realize professional development.

Inspirational Motivation

The interplay between IM and performance has been voiced in the mainstream literature. The results in the existing body of knowledge are partially congruent and incongruent with finding of this study. For example, the findings of this study disagree with a study done by Jiang *et al.* (2018); Aminet *et al.* (2013); Linge and Sikalieh (2019). In contrast, the study agrees with a study done by Agyemang et al. (2017). This indicates that many studies appear to reinforce the place and value of IM within the context of organizational leadership. Jiang *et al.* (2018)'s study is comparable to the present study findings although there was no statistical significance on the association between IM and performance in Mandera County Government.

As pointed out by Jiang *et al.* (2018), IM is an important factor that promotes positive talk about the future. By selling optimism, leadership in Mandera County Government should articulate a future that has a compelling vision. This suggests that leaders inspire and motivate their followers through expression of confidence so that organizational goals are persuade and accomplished in a confident way. Thus, IM is a critical tool that upscales the creation of an exciting perception of what the future entails, where leaders leverage motivation as a tool to instill enthusiasm and a sense of teamwork when faced with daunting challenges.

Aminet *et al.* (2013)'s findings are relatable to the present study since they advocated for creation of an ample setting that encourages employees to deliver beyond the expectations of the organization. By leveraging IM, leaders in Mandera County Government can positively persuade their subordinates with an aim of ensuring that they accomplish organizational goals

within the stipulated timelines and expectations. Similarly, Linge and Sikalieh (2019) found that the centrality of employees aligning their values to the organizational culture so that the organization can easily benefit from TL.

The findings of the present study agree with a study done by Agyemang et al. (2017) who stated that IM has no statistically significant effect on performance. However, the study underlined the necessity of IM on organizational performance. For instance, it was established that IM is critical for the realization of career goals by an individual. Towards this end, the study deduces that IM is one of the key approaches that Madera County Government can leverage to increase performance of various facets of the county. In addition, IM is a key enabler for organizational growth as it persuades subordinates with an aim of ensuring that they accomplish organizational goals within the stipulated timelines and expectations.

Idealized Influence

This finding on the effect of II on performance is comparable to the present knowledge on the interplay between performance and the II dimension of TL. For example, the findings of this study disagree with a study done by Agyemang *et al.* (2017). In contrast, the study agrees with a study done by Ahmad *et al.* (2014); Bass and Riggo (2006); Orazi *et al.* (2013); Mahajan and Mahajan (2016); Okoth (2016); Lawton *et al.* (2013); Ngaithe *et al.* (2016).

Agyemang et al. (2017)'s contribution to the leadership literature is evident in the existing researches. Notably, the study established that II does not significantly influence organizational performance. This result agrees with the current study on the place and value of idealized influence. However, the present study established that government policies are key ingredients in translating the leadership trait of II into a critical tool in organizational management. This is particularly noticeable when charismatic nature of the leaders enhances goal

accomplishment. Furthermore, charisma exhibited by leaders is central to upscaling motivation and role taking among the followers since they respect and admire their leaders.

Ahmad *et al.* (2014)'s work provides critical insights on the place and value of idealized influence since the charisma of a leader is critical creating organizational citizenship behavior. This suggests that charismatic leaders are trusted, respected, and admired since they can pride in the works of their subordinates and aspire them work beyond the set goals. This is possible if followers focus on the common good of the organization or group members. Thus, leaders in Mandera County Government should put great value and premium on the subordinates since this enhance the mission and vision of the county. In addition, leaders in Mandera County Government should take calculated risk to enhance the fortunes of the organization.

Similarly, Bass and Riggo (2006) found that II is statistically associated with organizational performance. For instance, it was established that charismatic leaders have the trust of the groups since this is central to the realization of the set goals. Through trust of the organization, idealized influence leaders leverage the morality and ethical values so that goals and aspirations are pursued within the moral compass of ethical business. Furthermore, Orazi *et al.* (2013) found that lack of II traits in the management of organizations is equated with poor organizational performance within the public sector. In many devolved units Kenya, there is crop of leaders who lack adequate ethics and morals to conduct themselves according to the prescribed management culture to the extent that this has affected management of public affairs.

Mahajan and Mahajan (2016)'s findings established that II is statistically associated with performance. This disagrees with the current study, which found that II is not significantly intertwined with performance. For instance, the author found that management of public affairs faces great conflict of interest as a consequence of low charismatic leadership.

Some of the challenges encompass financial gain against management of public finance act and taking up double employment without the knowledge of the government or without resigning from the position held. The works of Okoth (2016); Lawton *et al.* (2013); Ngaithe *et al.* (2016) are equally incongruent with the present study's findings. These studies found that II has a statistically significant association with performance.

Intellectual Stimulation

The finding on the interplay between of IS and performance is comparable to the present knowledge on organizational leadership. For instance, the findings of this study are not in tandem with researches conducted by Ndwiga and Ngaithe (2016); Agyemang *et al.* (2017). In contrast, the findings of the present study are in tandem with researches conducted by Peng *et al.* (2016); Bass and Avolio (2013); Yasin *et al.* (2014); Utami (2013); Ogola *et al.* (2017), among others. Peng *et al.* (2016)'s study is congruent with the findings of the present study. The author found that IS is one of the key enablers for organizational development since leaders encourage their followers to solve challenges they face through creativity and innovation. Thus, leaders in Mandera County should encourage their subordinates to look at challenges in a new way by questioning the existing values, assumptions and beliefs that guide problem solving.

The current study found out that intellectual stimulation guides the followers to develop novel mechanisms to circumvent organizational challenges. This finding is congruent with a study done by Bass and Avolio (2013) who found that that intellectual stimulation is central to defining the extent to which managers are willing to encourage their subordinates to acquire new skills and competencies that are sine qua non for problem solving. Furthermore, the study by Yasin *et al.* (2014) reinforces the findings of the current study by affirming that leaders with a transformational approach can articulate to their subordinates on how to conceptualize, comprehend and discern situations for possible answers. Thus, leaders in

Mandera County government should articulate problems to the followers so that they can understand organizational strengths and weaknesses, which forms the background upon which strategic objectives are operationalized into strategies and activities to solve the existing hurdles.

The current study found that IS is significantly associated with performance. Furthermore, the study established that intellectual stimulation enables organizations through their followers to question the relevance of existing structures and what needs to be done for the mission of the organization to be achieved. This finding is in agreement with research conducted by Utami (2013) who explained that intellectual stimulation enhances sharing of knowledge and experience by the leaders to the followers. Through information sharing, there is the curiosity of the followers in invoked, which helps in problem solving. Similarly, the work of Ogola et al. (2017) resonates well with this finding, where it was established that the performance of employees and organizations was positively and significantly associated with IS leadership attribute.

Government Policies

The study established that GP have a statistically significant moderating effect on the relationship between the four dimensions of TL and performance of the County Government of Mandera. Notably, the study found that all the 4Is of TL are significantly associated with performance when the variable of GP is introduced. This seems to suggest that policies, such as devolution framework ensures that leadership is effective since those in positions of authority are bound by a code of conduct that regulates behavior. The findings of the current study are comparable to studies done on the place of government policies in the leadership realm. For instance, Karungani and Ochiri (2017) found that regulatory and policy frameworks significantly influence procurement performance for public entities.

Furthermore, Makena *et al.* (2018) found that organizational policies in counties are moderately associated with performance. This finding is relatable to Mandera county since the county has reported several bottlenecks that dissipate effective delivery of services. Similarly, Cheboror *et al.* (2017)'s work revealed that devolution framework on employee awareness on HR strategies, turnover and attrition, county policy and human capital needs of the county significantly affected the performance of employees. Equally, Tsofa *et al.* (2017) established that devolution policies are significantly related with technical efficiency, accountability, equity, and community participation. Mwikali and Wafula (2015)'s work equally agrees with the current study by stating that devolution has addressed the recurring challenges of underdevelopment. Thus, devolution powers have made it possible for the counties to receive finances that have been instrumental in enhancing greater performance.

Chapter Summary

This chapter detailed the results of the analyzed data in addition to the discussion of the findings. The chapter presented the response rate, analysis of the socio-demographic data, descriptive statistics (measures of central tendency and dispersion) and inferential statistics (simple and multiple linear regression, chi-square, exploratory factor analysis and Pearson correlation analysis). Findings from the test of hypothesis using simple linear regression indicate that individualized consideration, inspirational motivation and idealized influence do not have a statistically significant association with performance of Mandera County Government ($p > .05$). On the other hand, intellectual stimulation had a statistically significant association with performance of Mandera County Government ($p < .05$), while government policies have a statistically significant moderating effect on the relationship between transformational leadership and performance of Mandera County Government ($p < .05$). However, the multiple linear regression analysis indicates that three of the 4Is of TL (individualized consideration, inspirational motivation, intellectual stimulation) excluding idealized influence were significantly associated with the performance of the County Government of Mandera.

CHAPTER FIVE

SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH

Introduction

This chapter of the study summarizes, concludes, and makes recommendation for policy action and further studies. It also details implications of the study in terms of theoretical, policy and methodology. The implications of the study include how the study adds to the existing the theories, methodologies and managerial value.

Summary of Findings

The study examined the efficacy of TL on performance of the County Government of Mandera. The study applied quantitative methodological approaches to collect data using the Multifactor Leadership Questionnaire to solicit data from employees in the County Government of Mandera. The collected data underwent various data management techniques, where hypotheses were tested using univariate linear regression tool. The study underscored that leadership is moderately influenced by the existing legal, institutional and policy framework, thus the moderating influence of government policies on the statistical association between TL was tested. Furthermore, the effectiveness of government policies on the performance of Mandera County Government was tested.

Individualized Consideration

The study investigated the role of IC on performance of Mandera County Government. Findings indicated that respondents help others develop themselves in addition to letting others know how they are doing. Furthermore, the study established that respondents gave personal attention to those who are rejected coupled with recognition of individual

efforts by the county government. Furthermore, the study established that the Mandera County Government offered personal compliments for extemporary performance.

Notably, the study found that the leadership of the County Government of Mandera offers rewards for achievement of given goals in addition to giving personalized attention to the dejected employees. In addition, the study established that the leadership of the County Government of Mandera offers attend to the needs of the employees through personalized empathy, particularly to the employees seem solitary and ignored. Moreover, the study found that the County Government of Mandera spends time teaching and coaching their workforce and provides learning opportunities. The study established that the workforce is assigned roles that they qualify in addition to the management being sensitive to individual needs and aspirations.

Results from the univariate linear regression indicated a coefficient of 0.157 and a probability value of 0.067 for IC. The probability value was greater than the predetermined significance level, which establishes that IC does not significantly influence performance of the County Government of Mandera ($P > .05$). Thus, the study elucidates that IC does not have a statistically significant effect on the performance of the Mandera County Government. However, when the moderating role of government of policies is introduced, the association becomes statistically significant. This signifies that individualized consideration, alone, does not influence performance; but, with the introduction of GP, the relationship between IC and performance is significant.

Inspirational Motivation

The study determined the role of IM on performance of Mandera County Government. Results revealed that respondents were of the view that they expressed with a few words on what should be done in addition to the provision of appealing images on what needs

to be done. The study found out that respondents helped their colleagues to find purpose in their work coupled with the County Government of Mandera having a shared vision between the county employees and the leaders.

Notably, respondents indicated that the county has high levels of performance, where the county leadership has trust and faith of the employees. It was established that the leadership of the County Government of Mandera exhibits commitment and loyalty and works in the interests of all as opposed to self. Respondents reported that they are not limited in their careers and were passionate about their work. Moreover, the study findings revealed that the County Government of Mandera assists employees to realize organizational goals, and the leaders demonstrate confidence, and the followers voluntarily follow their seniors/leaders/supervisors at work.

The study's univariate linear regression coefficient was 0.066 for IM with a probability value of 0.469 against the set level of significance, which demonstrates that IM does not significantly influence performance of the County Government of Mandera ($P > .05$). Thus, the study deduces that inspirational motivation does not have a statistically significant effect on the performance of the County Government of Mandera. However, when the moderating role of GP is introduced, the association becomes statistically significant. This signifies that IM, alone, does not influence performance; but, with the introduction of government policies, the relationship between IM and performance is statistically significant.

Idealized Influence

The determined the role of II on performance of Mandera County Government. It was established that respondents made those around them feel good in addition to others having complete faith in the respondents. The study found out that the vision of the Mandera County Government was clear for everyone to understand. Notably, the study found that respondents

demonstrated moral and ethical standards. In relation to the role clarity, the study established that duties/responsibilities/roles in the Mandera County Government were well documented.

It was revealed that the leadership in the devolved unit of Mandera prioritize the needs of their workforce. Moreover, leaders in Mandera County Government were good role models to their followers/employees. It was established that leaders are respected and well-regarded. Notably, the study found out that respondents identified with the leaders, aspired to emulate them and had complete trust in the county leadership. Moreover, the study established that the leadership in the county enabled their employees to improve themselves. The study also noted that the leadership of the county government persuaded their employees to change to the desired direction.

The study's univariate linear regression coefficient of 0.045 with a probability value of 0.516, illustrates that II does not significantly influence performance of the Mandera County Government ($P > .05$). Thus, the study infers that II does not have a statistically significant effect on the performance of the County Government of Mandera. However, when the moderating role of GP is introduced, the association becomes statistically significant. This signifies that II, on its own, does not influence performance; but, with the introduction of government policies, the relationship between II and performance is statistically significant.

Intellectual Stimulation

The fourth objective sought to assess the change in performance as a result of IS in Mandera County Government. Analysis revealed that respondents assisted their colleagues to solve old problems using innovative mechanisms in addition to provision of novel ways of looking at puzzling things. Moreover, the study findings revealed that respondents were instrumental in assisting their colleagues to reconsider ideas they have never contemplated to question. The study established that the leadership of the Mandera County Government

encouraged their workforce to rethink some of the basic expectations about their work in addition to the recognition of improved quality of solutions produced by the workforce of the Mandera County Government.

The study established that leaders encouraged their workforce to increase their problem-solving capability. Additionally, respondents shared knowledge with their colleagues. It was also evident that the Mandera County Government conducted trainings to increase the skills of the employees. The study noted that respondents had acquired novel ways of problem-solving, where it was established that respondents had the capability to solve problems alone. Notably, the study found that respondents were more creative in contrast to how they were before joining the Mandera County Government. In addition, respondents were proactive in arriving at decisions and they assisted their colleagues develop novel skills and competencies for problem solving. The study findings revealed that respondents offered ideas on how the Mandera County Government can progress and achieve the desired outcomes.

Coefficient of 0.379 and a probability value of 0.000 from the univariate linear regression indicates that IS significantly influence the performance of devolved unit of Mandera ($P < .05$). The results elucidate that IS and performance do not occur out of chance; rather, up to 95% IS will lead to performance. Furthermore, when the moderating role of GP is introduced, the association is statistically significant. This signifies that intellectual stimulation, alone or combined with government policies, influences performance.

Government Policies

The assessed the moderating role of GP on the relationship between TL and the performance of Mandera County Government. Findings indicated that the county's coordination with the national government was effective. Furthermore, the study revealed that policies made at the county level reflected the aspirations of the great people of the county of

Mandera. Analysis of the data further revealed that public participation in the Mandera County was carried out on regular basis. Furthermore, it was established that the public participates actively in the Mandera County Government current projects.

The study revealed that the Mandera County Government had clearly defined service charter, which means that service delivery was effective. Furthermore, the study findings revealed that the Mandera County Government responded to the requests of the service seekers in a convenient way, thus reducing bureaucratic cumbersomeness in the county. It was revealed that interdepartmental coordination in the Mandera County Government was effective in addition to the existence of an open-door policy on access to information. Moreover, the study findings showed that the Mandera County Government conducted civic education to enlighten the citizenry on important issues further to the existence of strong monitoring and evaluation systems to enhance performance. Notably, the Mandera County Government regularly sought opinions on what the public thinks about the county government, whereas it was established that implementation of national government policies had enhanced service delivery.

Judging from a coefficient of 0.643 and a probability value of 0.000 for univariate linear regression, it is clear that the latter is less than the set level of significance. This indicates that GP significantly influence performance ($P < .05$). The study elucidates that GP have a statistically significant influence on the performance of the County Government of Mandera. Furthermore, the results from hierarchical regression GP have a statistically moderating effect on the relationship between TL and performance of the County Government of Mandera ($P < .05$). In addition, government policies have a statistically significant moderating role on the relationship between the individual four dimensions (4Is) of TL and the performance of the County Government of Mandera ($P < .05$).

Implications of the Study

Upon analysis of data and deriving of summary of the study, critical implications of the study arise: policy implications, theoretical implications and methodological implications. Policy implications guided formulation of policy recommendations where the goal of the policy is to entrench the practice TL in the day-to-day management of public sector organizations and those that are private-owned. In making theoretical implications, the study underscores that leadership theories offer indispensable constructs that explain the theoretical underlining of leadership styles, such as TL. Furthermore, the study has academic implications in terms of offering entry points on the study of transformational leadership and performance of county governments. It is instructive to note that there are a few studies on leadership and devolution units in Kenya given that the new constitution came into effect in 2013. Thus, the study makes a number of policy implications given that there is dearth of knowledge on what can improve the performance of decentralized units in Kenya. The quantitative approach used in the study raised many argumentative merits and demerits, signifying that this study makes implications on the use of quantitative methods.

Theoretical Implications

The study contributes to the advancement of the leadership theories with specific prominence on TL Theory, Theory of Authentic Leadership, Stewardship Theory, and The Theory of Good Governance. The study links these leadership theories to The Behavioral Leadership Theory by stressing that leadership involves traits and the general conduct of the leader towards the subordinates/followers. Transformational Leadership Theory is further developed by this study by underscoring that, leaders with TL attributes should heed to the policies that govern their enterprises since leadership, on its own, cannot realize the desired goals. Thus, The Theory of Transformational Leadership is linked to Good Governance Theory since leaders who exercise transformational policies can enhance the performance of

organizations.

The current study has theoretical implications on the theory of stewardship since the study findings underline the need for those in charge of public offices to act as stewards and prioritize realization of organizational goals. This study underlines the centrality of group collectivity since this enhances levels of satisfaction for all group members. Thus, the study findings further advance The Stewardship Theory by underscoring the need for those in charge of their to exhibit managerial behavior that motivates employees to work towards the organizational vision and mission since achievement of goals set stimulates employees to feel part of the group, thus increased level of job satisfaction.

The study findings reinforce the need for transparency and accountability which is critical for the enhancement of performance. This finding has implications for The Good Governance Theory in that it demonstrates the rationale for political, economic and social priorities at the grassroot based on the principles of participation, rule of law, broad consensus and inclusivity in the population and consideration of all voices in decision-making process and on allocation of development resources. Governance Theory delves into the perspectives of how public sector management has evolved over time to reflect the current state of affairs. The Good Governance Theory is critical in explaining the governance context in the County of Mandera in Kenya. The Good Governance Theory defines the structures, policies, rules and procedures that are sine qua non for creating progressive governments all over the world.

The study findings revealed that leaders should possess people-oriented and task-oriented attributes that are fundamental for organizations to achieve the set goals. This finding has implications on The Behavioral Leadership Theory, where there is need for leaders to leverage learning, observation and teaching since these approaches to acquiring leadership skills are central to enabling organizations to improve their performance. Thus, The Behavioral Leadership Theory is advanced on the basis that there is need for leaders to practice and

exhibit the right behavior since this is fundamental for effective leadership. Without a doubt, effective leadership is central organizational performance. Towards this end, the study consolidates theoretical arguments emerging from the study and makes a case for transformational leadership as a panacea to the current organizational hurdles.

Methodological Implications

The study makes observations from the use of quantitative methods and portends that drawing of causal links can be enhanced by numeric data. Furthermore, quantitative methods unravel the trends and patterns in the phenomenon of study. Accordingly, this study affirms the use of quantitative methods as a key approach to avoiding biasness in qualitative research. Use of quantitative methods managed for the Hawthorne Effect where respondents may change or modify their behavior when aware that they are being observed.

While the present research has delved into the interplay between transformational leadership and organizational performance, few studies have embarked on the moderating variables on the interplay between TL and performance. Thus, the current study makes a case for testing of moderation effect since most statistical associations are moderated and/or mediated by a number of variables. This will help in avoiding spurious results, conclusions, and eventual generalizations. This study reinforces the need for incorporation of contingent variables in order to enhance spatial-temporal reasoning in research.

Policy Implications

The study findings raise plethora of policy implications that are anticipated to guide the practice and the development of the TL. While the findings of the study add to the existing evidence on TL, they also provide indispensable reflections on what can be done to enhance the existing policies for desired outcomes. For instance, the study findings mirrored on the criticality of leaders making effort to know the conditions of their followers/subordinates. This finding has important decision-making implications as there is need for those in

leadership or occupying top management teams to constantly seek to understand and meet the welfare of their employees. By meeting the welfare of the employees, organizations will be able to enhance citizenship behavior.

Furthermore, the study established that leaders should offer personal attention and recognition to those who are rejected. This finding elucidates the essentials of leaders in organizations to personalize the needs of their workforce since each employee has unique demands or needs that should be met at the individual level. Thus, individual consideration is critical for the realization of desired organizational results. The study reflected on the importance of offering personal compliments and rewards for extemporary performance. This finding demonstrates the value of providing personalized rewards and incentives for employees since employees are assigned different roles in the organization. Notably, the study inferred the need for leaders to spend time teaching and coaching their workforce in addition to provision of learning opportunities. This implies that organizations should formulate sound management strategies in order to provide practical guidance to the employees through competence training and training outside the core duties.

The study results demonstrated the need for organizations to assign employees roles that they qualify for. This finding has decision-making implications for organizations where top management teams should place talent where it is best suited for optimum employee performance. Furthermore, the findings of the study noted the significance of offering a few details on what needs to be done. This study result points to the importance of policy changes in many organizations; for instance, organizations should provide less detailed and comprehensive instructions on what needs to be done and by who. Thus, clear job descriptions will ameliorate this particular challenge. The study mirrored the necessity of shared vision between employees and their leaders/managers. This finding provides indispensable snapshots on what organizations need to do in order to bring everybody on board. One of the ways of

ensuring that the vision is shared in through helping employees to find meaning in their work. This will increase the intrinsic motivation among employees which will lead to better organizational citizenship conduct.

The study underlined the rationale for top management teams (leaders) to have faith and trust in their workforce/subordinates/followers. This result of the study elucidates the gravity of inspirational motivation, where leaders should give autonomy to their employees to make decisions. The autonomy in decision-making improves job satisfaction and intrinsic drive among employees. Commitment and loyalty were mooted by the findings of the study as one of the indispensable panaceas for organizational growth. Thus, this study argues that organizations should constantly seek to establish the level of loyalty and commitment of their workforce since this influences the extent to which employees will go beyond self-regard to boost organizational performance. The study results underlined the value of passion among employees, signifying the rationale for leaders to inculcate passion in their workforce by doing among others, placing talent or qualification where it is best suited.

The study findings noted the need for leaders to assist employees to achieve the set goals. This study argues that this can be done by leaders demonstrating confidence in their employees, while followers should voluntarily follow their seniors/leaders/supervisors at work. The study findings underscored the resourcefulness of having a clear vision that is well understood by everyone. This finding has policy implications on the practice of transformational leadership. For instance, the vision of an organization can be made clear to others by ensuring that the organization through their leadership owns and communicates the vision to the rest of the team members in addition to documenting clear roles and responsibilities.

Moreover, the study noted the utility of moral and ethical standards in organizations, suggesting that leaders should entrench a transformational leadership culture in their organizations so that followers know how to judge wrong and right. Furthermore, the study revealed

the essence of leaders prioritizing the requests of their workforce. This implies that the conduct of the leaders should inspire the employees to follow their leaders, which will enhance respect between the leader and the follower. Thus, organizations can enhance their reputation and employee organizational citizenship behavior by letting employees emulate the leader because of the trust they have in them (leaders).

Over and above, the findings in this study have resourceful decision-making implication for leaders and organization by identifying among others: the need to allow positively influence subordinates to be innovative in dealing with various organizational hurdles and develop a new perspective of solving puzzles. This study portends that the practice of TL can be enhanced by leaders and/or organizations. One of the approaches of realizing the desired end of TL is by enabling followers to develop a new mindset in terms of innovatively dealing with new challenges. Cultivating a new mindset demands that followers should have a new perspective on their assigned duties. In addition, this can be achieved by ensuring followers/subordinates increase their problem-solving capability and sharing knowledge with their colleagues. All these should be done under the confines of the policies provided by the government.

Conclusions

In light of the research questions, the study makes the following conclusions:

The study established that the construct of IC does not have a statistically significant effect on the performance of the County Government of Mandera ($p > .05$). However, when the moderating role of GP is introduced, the association becomes statistically significant. The study concludes that IC, alone, does not influence performance; but, with the introduction of GP, the relationship between IC and performance is significant.

The findings of the study also indicated that IM does not significantly influence performance of the County Government of Mandera ($P > .05$). Thus, the study concludes that IM

does not have a statistically significant effect on the performance of the County Government of Mandera. However, when the moderating role of GP is introduced, the association becomes statistically significant. This signifies that IM, alone, does not influence performance; but, with the introduction of GP, the linkage between IM and performance turns statistically significant.

The results of the study established that II does not significantly influence performance of the County Government of Mandera ($P > .05$). Thus, the study concludes that II does not significantly affect the performance of the County Government of Mandera. However, when the moderating role of GP is introduced, the interplay becomes statistically significant. This signifies that II, on its own, does not influence performance; but, with the introduction of GP, the interlinkage between II and performance becomes significant.

The study established that IS has a statistically significant effect on the performance of the County Government of Mandera ($P < .05$). Thus, the study elucidates that IS significantly influence the performance of the County Government of Mandera. Furthermore, when the moderating role of GP is introduced, the association is statistically significant. This signifies that IS, alone or combined with GP, statistically influence performance.

The findings of the study indicated that GP have a statistically significant outcome on the performance of the County Government of Mandera ($P < .05$). Thus, the study illuminates that GP are significantly influence the performance of the County Government of Mandera. Furthermore, the results from hierarchical regression, GP have a statistically moderating effect on the interaction between TL and performance of the County Government of Mandera ($P < .05$). In addition, GP have a statistically significant moderating role on the relationship between the individual four dimensions (4Is) of TL and the performance of the County Government of Mandera ($P < .05$).

Recommendations

Policy Recommendations

The study arrives at the following policy recommendations in light of the study findings:

Leaders and top management teams should constantly seek to understand and meet the welfare of their employees. By meeting the welfare of the employees, enterprises will be able to enhance organizational citizenship behavior. Furthermore, it is resourceful for leaders to personalize the needs of their workforce since each employee has unique demands or needs that should be met at the individual level. There is value in providing personalized rewards and incentives for employees since employees are assigned different roles in the organization. Thus, individual consideration is critical for the achievement of set objectives when done within the prescribed organizational policies.

There is need for leaders to encourage and motivate their subordinates/ followers by having faith and trust in them. Moreover, leaders should give autonomy to their employees to make decisions. The autonomy in decision-making improves job satisfaction and intrinsic motivation and enthusiasm among employees. Employees can be inspired by inculcating passion in their workforce by placing talent or qualification where it is best suited.

Leaders should at all times aspire to be role models to their subordinates/followers. This can be done when leaders demonstrate confidence in their subordinates, while followers voluntarily follow their seniors/leaders/supervisors at work. Furthermore, there is resourcefulness of having clear vision that is well understood by everyone, where the vision of an organization can be made clear to others by ensuring that the leadership owns and communicates the vision to the rest of the team members in a clear way.

Leaders should enable their followers/subordinates to unravel existing or recurring challenges in new ways in addition to provision of new and unique ways of solving challenges. The practice of transformational leadership can be enhanced by leaders and/or

organizations by ensuring followers/subordinates increase their problem-solving capability and sharing knowledge with their colleagues. One of the approaches of realizing the desired end of TL is by enabling followers to have a new perspective in solving recurring problems in addition to cultivating a new mindset among followers to have a basic understanding about the expectations of their assigned duties.

Leaders should adhere to the devolution policies since they provide the code of conduct on what can be done and what cannot be done. Furthermore, the study recommends that the success or failure of leadership selected depends on the compliance to the rule of law. For instance, adherence to legal, fiscal, and policy framework will greatly enhance the success rates. Furthermore, leaders should inform their followers by conducting trainings, capacity building or civic education to enlighten the citizenry on important issues.

Recommendations for Further Research

The study was limited to the County Government of Mandera, denoting the need to conduct a study across all the 47 county governments in Kenya to unravel the effectiveness of TL on the performance of the devolved units. The study established that the 4Is of TL account for 14.9% of variance in performance of the County Government of Mandera. This means that 85.1% of performance is predicted by variables outside this study. Furthermore, the study relied on primary cross-sectional data, signifying the need to apply use other forms of data and research designs, such as longitudinal or panel data to establish the performance of Mandera County Government from a wholistic perspective.

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APPENDICES

Appendix I: Letter of Introduction

Sept 5, 2021

Dear Sir/Madam,

Subject: Invitation to Participate in a Research

I am a PhD candidate at Pan Africa Christian University, conducting research on “*Efficacy of Transformational Leadership on Performance of Mandera County Government in Kenya*”. It is expected that this study would help to determine the efficacy of transformational leadership on performance of counties. This would assist leaders and top management teams to adopt an organizational culture that encourages transformational leadership.

In a humble way, I appeal to you to fill the questionnaire in the way you judge the statements under each questionnaire item. The answers you provide will be used only for academic purpose. The answers you provide will be handled with strict confidentiality. Not even the researcher will know the identity of the respondents since questionnaires will be given random codes.

Thank you for taking time to participate in the study. Your input is appreciated. The findings if the study will be disseminated to you should you need them.

Yours faithfully,

Yussuf Mohamed Daud

PhD Candidate

Pan Africa Christian University

Mobile: 0722296470

Appendix II: Participant Informed Consent Form

I voluntarily agree to participate in this research study.

- I fully understand the purpose of the study and ready to fill the questionnaire about my demographic information about myself, as well as answer questions regarding transformational leadership and county performance.
- I agree to complete the questionnaire or agree to my interview being audio-recorded. This will take a period of 30 minutes or less.
- You understand that the collected data will be for academic purposes only and that no form of monetary incentives will be provided.
- You have the discretion to withdraw from the exercise if you are uncomfortable.
- You will not be asked to indicate your name, emblems or pseudonyms that can be used to establish your identity.
- The researcher will address any concerns or issues you may raise about the research and
- I understand that if I have questions on this research, I can contact Yussuf Daud on 0722 296 470 or daud.mohamed@students.pacuniversity.ac.ke

Signature of research participant

Date

I believe the participant is giving informed consent to participate in this study.

Signature of researcher

Date

Appendix III: Questionnaire

Kenya undertook a great step in promulgating the new constitution in August 2010, where devolution has been the hallmark of success. This questionnaire is designed to understand the efficacy of transformational leadership on performance of Mandera county government. You are requested to fill the questionnaire in the way you judge the statements under each questionnaire or question. The answers you provide will be used only for academic purpose. The answers you provide will be handled with strict confidentiality. Not even the researcher will know the identity of the respondents since questionnaires will be given random codes. Thank you for taking time to participate in the study. Your input is appreciated. The findings if the study will be disseminated to you should you need them.

SECTION A: Demographic Characteristics

1. Gender:

Male ☐ Female ☐

2. What is your age?

- ☐ 18- 25 years
☐ 26-30 years
☐ 31-40 years
☐ 41 years or older

3. What is your highest level of formal education?

No formal education	☐	Secondary level	☐
Primary level	☐	College/University level	☐

4. How many years have you served in public service?

Less than 1 year	☐	1-5 years	☐
6-10 years	☐	11-15 years	☐
Over 16 years	☐		

5. What is your sector of service?

.....

6. Indicate the position you hold

Top level management ☐
Middle level ☐
First level ☐

7. Do the leaders of the county government of Mandera encourage transformational leadership in the management of the county?

Yes [] No []

8. INSTRUCTIONS: This Multifactor Leadership Questionnaire provides a description of your leadership style. Several descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members. The Multifactor Leadership Questionnaire measures your leadership on factors related to transformational leadership.

KEY

1 - Not at all 2 - Once in a while 3 = Sometimes 4 = Fairly often 5 = Frequently, if not always

SECTION B: Individualized Consideration

Individualized consideration indicates the extent to which leaders pay attention to their followers, exhibit interests for the subordinates' wellbeing, individual project assigning and considering the welfare of the group members who seem negated from the larger group.

	Statement	1	2	3	4	5
1.	I help others develop themselves					
2.	I let others know how I think they are doing					
3.	I give personal attention to others who seem rejected					
4.	My individual effort is valued					
5.	Personal compliments are given for extemporary performance					
6.	The county government leadership provides of effort for achievement of given goals.					
7.	The county government give personal attention to those who seem dejected					
8.	The county government leadership encourages personal attention to employees who look neglected and lonely					
9.	Time is spent coaching and teaching me					
10.	There are opportunities for teaching					

11.	I am assigned roles that I qualify					
12.	Management is sensitive to individual needs and aspirations					

SECTION C: Inspirational Motivation

Inspirational Motivation represent the extent to which leaders can enhance the desire of others to feel that they are important to the tasks besides applying suitable images or signage to increase concentration on tasks at hand and providing a vision to the followers.

	Statement	1	2	3	4	5
13.	I express with a few simple words what we could and should do					
14.	I provide appealing images about what we can do					
15.	I help others find meaning in their work					
16.	There is shared vision between the county employees and the leaders					
17.	The county has high levels of performance					
18.	The county leadership has trust and faith of the employees					
19.	The county leadership exhibits commitment and loyalty					
20.	The leadership of the county works in the interests of all compared to self					
21.	I am not limited in my career					
22.	I am passionate about by work					
23.	The county assists employees to achieve the set goals					
24.	Our leaders demonstarte confidence					
25.	I voluntary follow my seniors at work					

SECTION D: Idealized Influence

Idealized influence indicates the extent to which followers perceive their leaders in terms of appealing to their dreams and hopes, maintaining peace and respect, role modelling, and trust.

	Statement	1	2	3	4	5
26.	I make others feel good to be around me					
27.	Others have complete faith in me					

28.	Others are proud to be associated with me					
29.	The vision of the county is clear for everyone to understand					
30.	Most of us exhibit high ethical and moral standard					
31.	Roles and responsibilities in the county are well documented					
32.	Leaders in county government go beyond self-interest for the good of the employees					
33.	Leaders in the county are good role models for the subordinates					
34.	Leaders in the county are well-regarded and respected					
35.	I identify with the leaders and aspire to emulate them					
36.	I completely trust my leaders					
37.	Leaders have enabled me to improve myself					
38.	Leaders have persuaded me to change to the desired direction					

SECTION E: Intellectual Stimulation

Intellectual Stimulation indicates the extent to which those in leadership positively pursued their subordinates to exercise creativity by considering old challenges in different ways and creating an environment that is tolerant of extreme viewpoints, and guide individuals to question their own ideals and organizational principles.

	Statement	1	2	3	4	5
39.	I enable others to think about old problems in new ways					
40.	I provide others with new ways of looking at puzzling things					
41.	I get others to rethink ideas that they had never questioned before					
42.	The leadership of the county encourages employees to rethink some of the basic expectations about their work.					
43.	The county government recognizes improved quality of solutions produced by employees.					
44.	We are encouraged by the county government to increase our problem-solving capability					

45.	I share knowledge with my colleagues					
46.	The county government undertakes trainings to increase the skills of the employees					
47.	I have developed new ways of problem-solving					
48.	I can solve problems alone					
49.	I am more creative compared to before joining the county government					
50.	Others find me proactive in decision-making					
51.	Helped others acquire new skills and competencies for problem solving					
52.	We offer ideas on how the organization can progress					

SECTION F: Government Policies

Devolution functions within the laid down government policies as defined by the legal, regulatory and policy frameworks. This suggests that government policies moderate or checks the conduct of public officers. In a scale of 1-5, please indicate the degree to which you feel the statement is true concerning the government policies and how they influence application of transformation leadership. (Where 1-Strongly disagree, 2-Disagree, 3-Moderately Agree, 4-Agree, 5-Strongly agree). Tick one as appropriate.

	Statement	1	2	3	4	5
53.	Our coordination with the national government is effective					
54.	Policies made at the county level reflect the aspirations of the people					
55.	Public participation is carried out in regular basis					
56.	The public participates in our current projects in active roles					
57.	The county has clearly defined service charter					
58.	We respond to the needs of the service seekers in a timely manner					
59.	Interdepartmental coordination in our county is effective					
60.	We have an open-door policy on access to information					

61.	The county undertakes civic education to enlighten the people on important issues					
62.	Our monitoring and evaluation systems are strong to enhance performance					
62.	We regularly seek opinions on what the public thinks about the county government					
63	National policies have enhanced service delivery					

SECTION G: Performance of Mandera County Government

Performance of county government refers to the extent to which service delivery, public rapport and progress on going and completed projects/programs has progressed. This section seeks to examine the performance of County Government of Mandera in Kenya. On a scale of 1-5, to what extent to do you agree with the statements on the efficacy of transformational leadership on performance of the county government of Mandera (Where: 1 - Strongly disagree, 2 – Disagree, 3 - Moderately Agree, 4 – Agree, 5 - Strongly agree)

	Statement	1	2	3	4	5
64.	The devolved system of government has high number of People participating in the implementation of programmes/projects					
65.	The county government has achieved all the short-term goals					
66.	Most of programmes of the county government have been accomplished					
67.	There is a positive attitude of the public about the delivery of service by county governments					
68.	County government meets the set goals using least number of resources					
69.	Our approval ratings have increased					
70.	Those who seek services from the county have reported satisfaction					

	Statement	1	2	3	4	5
71.	Our revenue streams have increased					
72.	There is equitable sharing of revenue in our county					
73.	I receive my salary on time					

Thank you for your participation.

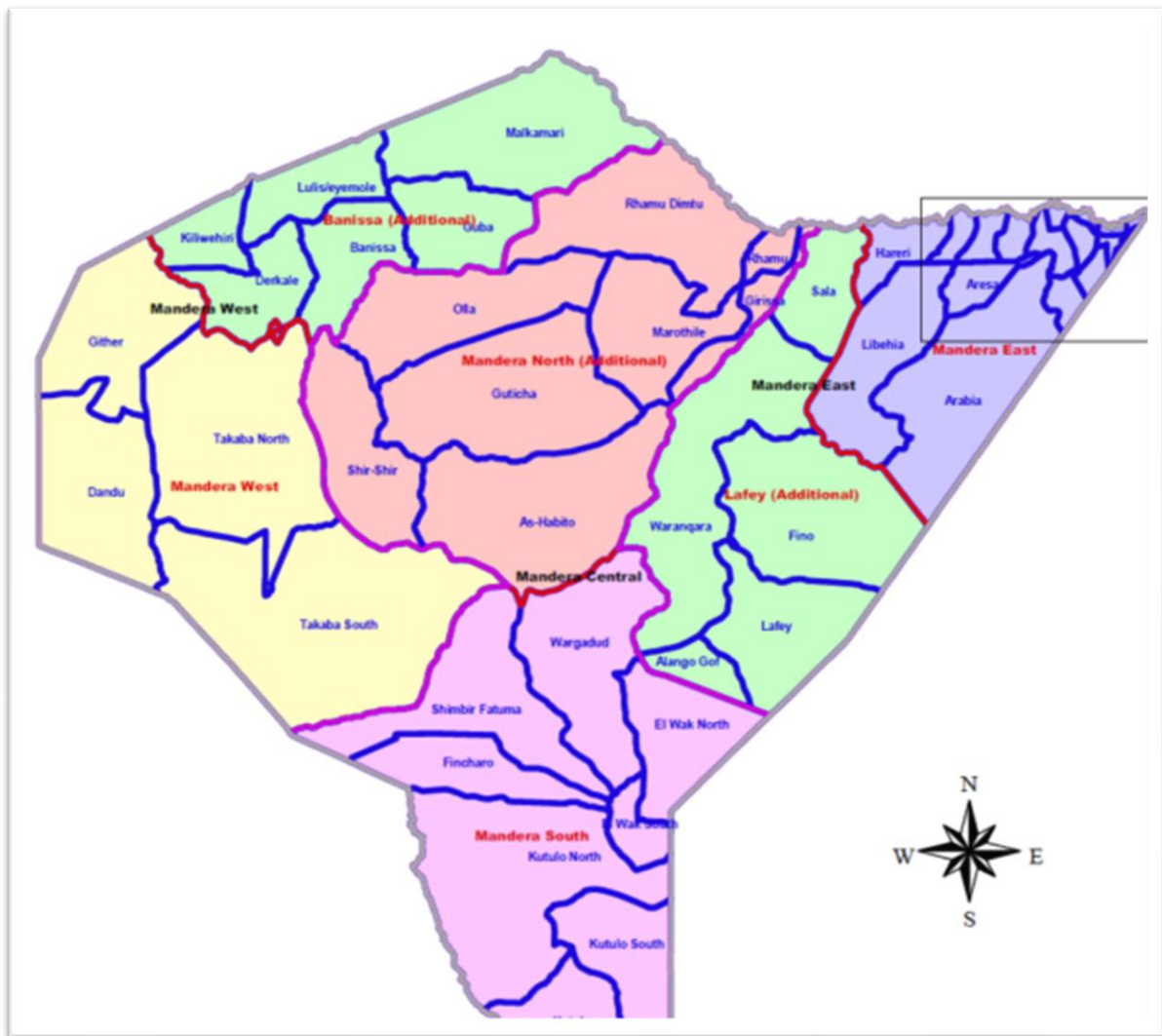
Appendix IV: Time Plan

WEEK	1-2	3	4-10	11-15	16-17	18-25	26-30	31-36	37-38
Writing, submission and discussion of concept paper									
Meeting the supervisor									
Proposal writing									
Making corrections on proposal									
Proposal Defense & Correction									
Instrument testing and data collection									
Data entry, analysis and presentation									
Final defense and correction									
Conference presentation and journal publishing									

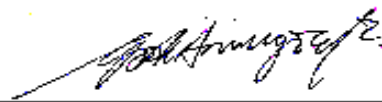
Appendix V: Budget Schedule

S/N	ITEM DESCRIPTION	AMOUNT (KSH)
1	Stationary/toners	15,000.00
2	Airtime	3,000.00
3	Concept Paper	10,000.00
4	Proposal Development- editor, printing, binding	25,000.00
5	NACOSTI Permit	2,000.00
6	Photocopy of Questionnaire	2,000.00
7	Data Collection-flights, taxi & accommodation	210,000.00
8	Research Assistants- data collection (2)	70,000.00
9	Data analysis entry clerk	28,000.00
10	Data analysis/Statistician	110,000.00
11	Editorial service	20,000.00
12	Dissertation hard cover Binding	20,000.00
13	Publishing journals -2@15,000	30,000.00
14	Contingency provision	50,000.00
	Total	Ksh. 595,000.00

Appendix VI: Map of Mandera County



Appendix VII: Ethical Clearance Certificate

	Certificate of Ethical Clearance	
RESEARCH ETHICS REVIEW COMMITTEE (RERC)		
This Certificate is awarded to		
YUSSUF MOHAMED DAUD		
For the research titled		
EFFICACY OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE OF MANDERA COUNTY GOVERNMENT IN KENYA		
having complied with PAC University Research Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.		
This Certificate is issued subject to compliance with the following requirements: - Before commencing the study, you are required to obtain a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed. - Only approved documents including research instruments and informed consent forms will be used. - All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Research Ethics Review Committee before use. - Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported to in writing to PAC University Research Ethics Review Committee within three days. - Any request for renewal or approval must be submitted to PAC University Ethics Review Committee at least six weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal.		
Date of issue	3rd Sept 2021	Expiry date
3rd Sept 2022		
Signed:  Dr. Josh T. Amwago, PhD Chairman, PAC University Research Ethics Review Committee		

Appendix VIII: University Introduction Letter



9th September, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
DAUD YUSSUF MOHAMED REG. NO: POLD/9725/0/17

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership Development (Phd).

He is at the final stage of the programme and he is preparing to collect data to enable him finalize on his dissertation. The dissertation title is *"Efficacy of Transformational Leadership on Performance of Mandera County Government in Kenya"*.

We kindly request that you allow him obtain a research permit so as to proceed and collect data to inform his research within Mandera County, Kenya.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru

Registrar Academic Affairs

Pan Africa Christian University

Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd

P.O Box 56875-00200, Nairobi, Kenya

Tel: +254 721-932050/726-595863/734-400694

Email: registrar.aa@pacuniversity.ac.ke

Website: www.pacuniversity.ac.ke

Appendix VX: NACOSTI Research License

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 563822	Date of Issue: 21/September/2021
RESEARCH LICENSE	
	
This is to Certify that Mr. Yussuf Mohamed Daud of Pan Africa Christian University, has been licensed to conduct research in Mandera on the topic: Efficacy of Transformational Leadership on Performance of Mandera County Government in Kenya. for the period ending : 21/September/2022.	
License No: NACOSTI/P/21/12990	
563822	
Applicant Identification Number	Director General
	NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix X: County Commissioner Permit

OFFICE OF THE PRESIDENT



MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Telegraphic Address: "County"
Email: ccmandera@hotmail.com
When replying please quote

The County Commissioner
P. O. Box 77 - 70300
MANDERA

Ref No: CC/MDR/RM.71/ VOL I (160)

29th September, 2021

Deputy County Commissioners
MANDERA COUNTY

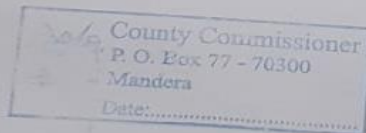
RE: RESEARCH AUTHORISATION- MR. YUSSUF MOHAMED DAUD

Reference is made to license no. 563822 dated 21ST September, 2021, from the Director General's Office, National Commission for Science, Technology and Innovation on the above subject matter.

Mr. Yussuf has been authorized to carry out research on the "*Efficacy of Transformational Leadership on Performance of Mandera County Government in Kenya*" for the period ending 21st September, 2022.

Kindly be informed.


ONESMUS KYATHA
COUNTY COMMISSIONER
MANDERA COUNTY



Cc:
The Director General/CEO
National Commission for Science, Technology and Innovation
NAIROBI

Appendix XI: Mandera County Permit

 **MANDERA COUNTY GOVERNMENT** 
P. O. Box 13-70300, Mandera, Kenya, TEL: 046 2104000,
OFFICE OF THE COUNTY SECRETARY

REF: MCG/CS/RA/2020(003) **29th September, 2021**

TO WHOM IT MAY CONCERN

DAUD YUSSUF MOHAMED- REGISTRATION NO. POLD/9725/0/17

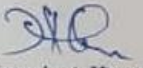
RE: RESEARCH AUTHORIZATION

The above named is a continuing Doctor of Philosophy(Phd) Student at Pan Africa Christian university(PAC University). As a compulsory component of his studies, he is required to carry out research in his area of specialization.

Following his official request to carry out dissertation on **Efficacy of Transformational Leadership on performance of Mandera County Government in Kenya**, he has been hereby authorized to undertake his research in Mandera County up to the end of November 2021.

The purpose of this letter is to request any concerned person(s) to accord him the necessary assistance while carrying out his research.

Yours Sincerely,


Hussein A Hassan

FOR:COUNTY SECRETARY/HEAD OF PUBLIC SERVICE

ABDINUR MAALIM HUSSEIN
Cell: 0721 86 02 14, Email: abdinur08@hotmail.com

Liaison Office. Delta House, 5th Flr. Westlands, P. O. Box 28855 - 00100 Nairobi, Email: nairobi@liaisonoffice@mandera.go.ke
Web: www.mandera.go.ke