

# Effects of Transformational Leadership on Governance in Kajiado County Government, Kenya

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**Abstract-** The main aim of the study was to establish the effects of Transformational leadership on Governance in Kajiado County Government. To capture the required information, the study was guided by four specific objectives in determining how governance in Kajiado County government was affected by Individualized Considerations, Inspirational Motivation, Idealized Influence and Intellectual Stimulation. The general objective of this study was to assess the effects of transformative leadership on governance in Kajiado County government. Elected and appointed leaders in the Kajiado County Government continue to pursue their self-interest as opposed to County interest by agitating for better emoluments among others even when they are the most well paid public servants in the county. The study reviewed several theories namely Burns theory of transforming leadership, Bass' theory of transforming leadership and Hersey-Blanchard's situational leadership theory. The study also conducted an empirical literature review in order to establish a link with similar past studies. The study sought to bridge the existing leadership gap and what should be done by both senior and junior staff in Kajiado county government to enhance governance. Purposive sampling technique was used in sampling a target population of 687,358 while Slovin's sample size formula and proportionate stratified sampling technique helped to select a sample size of 384 respondents from the targeted sub counties. The researcher administered questionnaires to the respondents to collect primary data while secondary data was collected through documents review. Data analysis was done using both descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) version 21 while the main methods of data presentation were frequency distribution tables, pie charts and bar graphs. Out of the 384 respondents targeted, 346 of them responded. This gave an average return rate of 90%. This was deemed sufficient for analysis. The study findings indicate that the effects of transformative leadership have a significant negative relationship on governance in Kajiado County Government with both correlation and multiple regression analysis results supporting these findings. The Pearson correlation computation between all the independent variables and the dependent variable were highly significant. The study therefore recommends that performance of a county government needs to be relooked frequently through some measures of performance. Similar studies on transformative leadership should however be done on the other Counties. Further researches on the effects of transformative leadership are needed to ascertain if they agree or disagree with these research findings.

## I. BACKGROUND OF THE STUDY

The failure by political leaders and executives to provide moral leadership has led to citizens being disappointed and national goals remaining largely unmet. Increasingly so, recent debates about issuance of citizenship certificates, arbitrary increase of legislators' allowances and blatant refusal by them to pay taxes, increase in the cost of living, etc left many citizens disenfranchised, all of which have a bearing in political and economic development (Minja, 2011). Leadership is a process whereby one individual influences a group of individuals to achieve a common goal. Transformational leadership supposes that the relationship between the manager and the employee is of mutual trust and characterized by four factors: charisma, inspiration, individual consideration and intellectual stimulation. Furthermore, the transformational leadership approach helps managers become exceptional leaders (Northouse, 2001).

The 2010 Constitution introduced far reaching changes to Kenya's system of governance. It created a decentralized (or "devolved?") system of government characterized by two levels of government, that is, the national government and the county governments. It should be noted that the centralized system of government was largely blamed for promoting and sustaining bad governance in Kenya. The Constitution also seeks to fundamentally restructure the core institutions of governance. In this regard, the Executive, Parliament and the judiciary are to be fundamentally restructured and reformed. For instance, the Executive is to be restructured by reinforced checks and balances from other institutions (Shihanya, 2011). According to a report by the Commission on Implementation of the Constitution of Kenya, the promulgation of the Constitution of Kenya 2010 was regarded as the most significant achievement in governance in Kenya since independence in 1963.

Article 10 of the Constitution of Kenya 2010 specifically provides that the national values and principles of governance will bind all State organs, State officers, public officers and all persons. This supreme law further provides that the national values and principles of governance include good governance, integrity, transparency, accountability, and sustainable development (CoK 2010). Chapter 6 of the said Constitution also lays down the principles upon which the State Officers conduct themselves. The chapter makes it clear that the power the State Officers exercise is a public trust that is to be exercised to serve the people. In exercising these powers, state officers are required to demonstrate respect for the people of Kenya, make decisions objectively and impartially, refuse to be influenced by favoritism or corruption, serve selflessly and be accountable for

their actions. State Officers include the President, Deputy President, other members of the Cabinet, Members of Parliament, members of the County Assemblies, judge's magistrates and members of commissions. The overall objective of the new constitution of Kenya 2010 was to transform Kenya and it is clear that the makers of the Constitution realized that this task would be better carried out by the leadership in the Government who are expected to oversee the reforms envisaged under the Constitution and move Kenya to the next level. These therefore call for a committed leadership that can inspire and motivate the citizen to rise up and attain greater heights of development. It is desired that a new leadership that can act as role models would encourage those they lead to challenge the existing order so as to improve their lot.

### 1.2 Statement of the problem

Elected and appointed leaders in the Kajiado County Government continue to pursue their self-interest by agitating for better emoluments even when they are the most well paid public servants in the county. The Auditor General's report of 2014, 2015 through to mid 2016 financial years continued to demonstrate the extent to which public officers in Kajiado misappropriate funds and a tremendous decrease in revenue collection, this begs the question why?. The Daily Nation of Wednesday September, 30<sup>th</sup> 2015 reported that the Senate committee on public Accounts and Investment has ordered probe on Kajiado MCAs over excessive wastage of public funds a vivid example is the purchase of smart phones way above the government circular guiding principle.

In the Standard Newspaper of February, 22<sup>nd</sup> 2014, Youths drawn from different universities in Nairobi and under the umbrella of 'Kajiado County Youth Congress' stormed Kajiado County chambers and the Governors offices and demanded to be addressed by both the Governor and the Speaker over alleged lack of transparency in vetting County jobs and rampant ethnicity. This showed how these leaders need to transform in accordance to the spirit and letter of the Constitution 2010 for the people to enjoy the fruits of devolution. This points to the level to which counties have sunk and it is no wonder that citizens continued to die of starvation from hunger, inaccessibility of medical facilities while Education remained out of reach for most Kenyans even for those who have excelled in their national exams and should be guaranteed to continue pursuing higher education.

The matter was compounded further by the fact that the Kajiado county Government lacked visionary leaders to come up with innovative programmes and reform governance institutions to develop the county governance capacity and ensure that all public institutions are managed in a manner puts the county interest first and that restores confidence of the public service delivery. Budgetary constraint and lack of skilled manpower lead to curtailing of innovative programmes and this resulted to ineffective service delivery in Kajiado County. The lack of good governance in Kajiado county that required transparency, accountability, control of corruption, protection of civil liberties, political and economic freedom worked against senior county government officers and political leaders and their self-interest went a long way to alleviate the problems faced by majority of Kajiado residents and Kenyans who remain affected by the

county and national government's inability to provide the public goods necessary for their sustainance. This study therefore seeks to examine the effects of transformational leadership on governance in Kajiado county government.

### 1.3.2 Specific Objectives

The specific objectives of the study were:

1. To establish the role of individualized considerations on governance in Kajiado County Government.
2. To determine the influence of inspirational motivation on governance in Kajiado County.

### 2.3.1 Individualized Consideration

Judge and Bono (2000), Referred Individualized Consideration as the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks. Individualized consideration involves treating each follower as an individual with his or her own unique needs and attending to these needs appropriately. The focus of behaviors falling under the individualized consideration category is on the development of the follower. Gachunga, (2014) established that individualized consideration, coaching and mentoring; aspects of transformational leadership, in the Government Departments in Kajiado county were low, which led to poor results based management in the organizations Osisioma recommends leaders who will empower the citizenry and lift individual performance beyond normal limitations.

Empowerment is a tool for improvement of employee productivity and customer satisfaction. It frees people to innovate in the marketplace and to find more efficient ways of performing their work it also permits many decisions about customer service to be made in immediate proximity to the point of service delivery (Simola et al, 2012). Thus, the customer requests are typically filled more efficiently, with greater satisfaction to the customer and reward to the entrepreneur. Citizens are driven by goals not by orders; their performance is measured by results not behavior; and managers do not just direct, supervise and control, but allow employees to use their own judgment to make decisions and drive communications (Muhammad Faisal Aziz, 2009).

### 2.3.2. Inspirational Motivation

According to Northouse (2010), inspirational motivation is the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities.

Osisioma purports that Nigeria federal system should have leader's that will articulate a vision that will drive the nation's transformation process – leader's who will dream dreams and mobilize fellow Nigerians to buy into that dream (Winston,

2002). Such a leader in his view would inspire a clear mutual vision for the nation, a clear mission that all citizens will commit themselves to.

Leaders motivate and inspire their followers by giving meaning and challenge to their work. In return, followers want to demonstrate their commitment to goals and the shared vision where team spirit is aroused (Bass and Riggio, 2006). The company’s motivating factors typically determine prioritization of governance improvement actions and the pace of implementation. Urgent capital needs or the sudden absence of the founder without a succession plan may elevate the importance of adopting practices that resolve such problems. Other companies may move more gradually towards an understanding of the value of good corporate governance, resulting in a slower pace. Either way, specific needs will dictate the implementation process. The reasons that drive a company to pursue corporate governance improvements are as numerous and varied as the ways to implement these improvements. In many cases, the decision to undertake specific corporate governance measures comes only after a relatively long period of building understanding about the costs and benefits of such an effort (Roque Benavides, Buenaventura, CEO).

## II. RESEARCH METHODOLOGY

### 3.1 Introduction

The methodology in any study is very key as it links theory with practice. It guides the beneficiary in collecting evidence in the real world. Mbwambo (2005), argued that a proper research methodology shows that the researcher not only understands the true problem but also knows the right course of action towards a valid solution. This chapter consist of research design, target population, sampling, sampling techniques, data collection instruments, data analysis and data presentation.

### 3.2 Research Design

Research design is the conceptual structure within which research is conducted (kombo, 2006). It is important as it provided the blue print for the collection measurement and analysis of data (Kothari, 2008).The study adopted a descriptive research design.

A descriptive research design depicts the state of affairs as it exists and results in the formulation of knowledge and solutions of significant problems (Kombo et al, 2006). The research data was summarised in a way that it provides the designed descriptive information. In this case the descriptive approach was used to examine the proof and opinions of the public and Kajiado County administrators on how governance issues touch on

devolution management in specific to Kajiado County in achieving its mandate. The selected research design contributed to accurate and fair interpretation of the results. The design also certified to the study and respondents the means by which the research was conducted and produced (Thorn hill, 2009).

### 3.3 Target Population

The target population is the total group of individuals from which the sample might be drawn (Cooper et al, 2008).Mugenda et al (2010), defined population as the set of elements, units, objects or subjects in the universe of interest for a particular study. A study population refers to the entire set of all units or people to whom the research results would be generalised (Kombo et al, 2006). In our case the target population included employees of Kajiado County Government and the general public (residents) of the county. Kajiado County is located in the Rift Valley and has five sub counties (Kajiado South, Kajiado East, Kajiado West, Kajiado North and Kajiado Central respectively). Kajiado County where the study based its findings has a total population of 687,358 households (KNBS, 2010). Research site basically gives information about where the actual study was conducted; this is significant in determining the expected challenges and the validity of the study. Study site were very critical as it directed the researcher in data collection.

## III. RESEARCH FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter presents the results and discussion of findings based on the objectives of the study. The study sought to establish the effects of Transformational leadership on Governance in Kajiado County Government in Kenya. The chapter presents the analysis and interpretation of the questionnaire return rate and the respondents’ demographic data.

Descriptive and inferential statistics such as Pearson correlation and Multiple Regression computations have been used to present and interpret the findings of the study.

### 4.5.1 Individualized Consideration

The analysis of data was presented on a mean scale of 1-5 were 4-5 represented low mean score, 3 represented a medium response and 1-2 represented high mean score. A standard deviation of less than one indicated that the response were closer to the mean while a standard deviation greater than 1 means the response was varied. The study sought to establish the role of Individualized Consideration on governance in Kajiado County government .The results are presented on Table 4.3

**Table 4.3 Response on Individualized Consideration**

Statement	N	Mean	Std
Empathy and support to the rest of the staff to enhance good governance.	346	3.78	0.989
Importance of employee coaching and mentoring on governance.	346	4.02	0.9883
Staff empowerment improves employee productivity.	346	3.69	0.9893
Inadequate recognition for good performance lowers employee morale.	346	3.89	0.9897

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Low involvement in decision making leads to uncertainty. 346 3.82 0.9889

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The respondents agree that support and empathy to the staff promotes good governance with a mean of 3.78 and a standard deviation of 0.989. Furthermore respondents conquer that employee coaching and mentoring on governance is important with a mean of 4.02 and standard deviation of 0.9883. Moreover staff empowerment improves employee productivity and lack of good performance recognition lowers employee morale with a mean of 3.69 and standard deviation of 0.9893. Low involvement in decision making leads to uncertainty in good governance most respondents agree with a mean of 3.82 and standard deviation of 0.9889. These findings agree with Osisioma (2012) assertion on transformative leadership and Individualized consideration. He opines that it was transformational leadership that catapulted Mandela, a poor village cattle boy and a jail-bird into an international statesman, and a frontline opinion and character moulder. Mandela’s leadership in his view is testimony of the African continent’s ultimate triumph over the forces of hate, greed, bigotry and mindless violence quoting Richard Stengel who spent considerable time studying Mandela left mankind with 8 lessons;

Courage is not the absence of fear - it is inspiring others to move beyond it. He learned as a leader to pretend to be fearless, and through the act, inspire others. He knew that he was a model for others, and that gave him the strength to triumph over his own fear. Lead from the front - but do not leave your base behind. He had a vision and conviction to chart a new course for his people, but he also knew that his support base was his strength. He got the people to buy into the vision and be part of the new deal; he took them along at each turn.

**4.5.2 Inspirational Motivation**

The analysis of data was presented on a mean scale of 1-5 were 4-5 represented low mean score, 3 represented a medium response and 1-2 represented high mean score. A standard deviation of less than one indicated that the response were closer to the mean while a standard deviation greater than 1 means the response was varied. The study sought to determine the influence of Inspirational Motivation on governance in Kajiado County government .The results are presented on Table 4.4

**Table 4.4 Response on Inspirational Motivation**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>
Lack of an appealing and inspiring vision to followers make them to work hard but not smart.	346	4.48	0.987
Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand.	346	4.13	0.9880
Followers need to have a strong sense of purpose if they are to be motivated to act.	346	3.99	0.9884
Leaders motivate and inspire their followers by giving meaning and challenge to their work.	346	4.29	0.9876

The respondents agree that lack of an appealing and inspiring vision to followers make them to work hard but not smart support with a mean of 4.48 and a standard deviation of 0.987. Furthermore respondents conquer that leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand with a mean of 4.13 and standard deviation of 0.9880. Moreover Followers need to have a strong sense of purpose if they are to be motivated to act with a mean of 3.99 and standard deviation of 0.9884. Lastly respondents agree that leaders motivate and inspire their followers by giving meaning and challenge to their work with a mean of 4.29 and standard deviation of 0.9876. This findings agree with Bass and Riggio (2006), that leaders motivate and inspire their followers by giving meaning and challenge to their work. In return, followers want to demonstrate their commitment to goals and the shared vision

where team spirit is aroused. The company’s motivating factors typically determine prioritization of governance improvement actions and the pace of implementation. Urgent capital needs or the sudden absence of the founder without a succession plan may elevate the importance of adopting practices that resolve such problems. Other companies may move more gradually towards an understanding of the value of good corporate governance, resulting in a slower pace. Either way, specific needs will dictate the implementation process. Accordingly Northouse (2010), p. 171, Inspirational Motivation is the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act.

**Table 4.9 Individualized consideration**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	t	
(Constant)	2.438	0.28	-----	8.703	0.0456
Individualized consideration	0.273	0.056	0.339	4.886	0.332
Leadership	0.285	0.058	0.591	4.887	0.023
Experience	-0.112	0.047	-0.236	-2.389	0.018

In the model summary we find that 32.6% of Governance in Kajiado County Government can be accounted for by Individualized consideration, leadership support and years of experience the adjusted R square is 0.294.

**Table 4.10 Model Summary on Individualized consideration and Governance in Kajiado County Government**

Model Summary				
Model	R	R Square	Adjusted R Square	Std
1	0.571	0.326	0.294	0.45298

**4.8.2 Regression Analysis on Inspirational motivation**

The second regression was executed with Inspirational motivation (the independent variable), on the depended variable Governance in Kajiado County Government. The results showed that leadership support, years of experience and Implementing transformative leadership have a significant effect on Governance in Kajiado County Government. The table below

shows that there is a linear relationship between leadership support, years of experience, and Implementation of transformative leadership on one side and leadership support, on the other side. The equation for this model is:

$$\text{Governance in Kajiado County Government} = 1.923 + .259* \text{years of experience} + .266* \text{Implementation transformative leadership} + .342* \text{leadership support}$$

**Table 4.11 Regression coefficients on Inspirational motivation and Governance in Kajiado County Government**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	t	
(Constant)	1.923	0.602	-	3.193	0.002
Years of experience	0.259	0.87	0.076	2.964	0.004
Leadership support	0.342	0.066	0.573	2.979	0.00023

Implementation of transformative leadership	0.266	0.082	0.266	-1.364	0.003
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The R square value states that 30.9% of Governance performances can be credited to years of experience; Implementation of transformative leadership and leadership support. The adjusted R square value is 0.254.

**Table 4.12 Model Summary on Inspirational motivation and Governance in Kajiado County Government**

Model Summary				
Model	R	R Square	Adjusted R Square	Std
1	0.556	0.309	0.254	0.59166

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