

## Empirical Analysis of the Transactional Leadership Style and Its Influence on the Implementation of Devolved Systems of Government in Kenya: A Case Study of Kisii County

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**Abstract**-The concept of leadership has been studied extensively over the past years but still remains fairly puzzling due to the fact that none of the leadership theory can wholly account for the diversity of leaders and the nature of their leadership dealings. For effectiveness, the leadership style should be adaptive such that it can be adjusted to suit a particular operational environment. The kind of leadership style that is employed within an organization dictates the success or failure of an organization. The Kenyan constitution that was enacted in 2010 provided for the establishment of devolved governments headed by governors. These devolved units consist of diverse groups of employees, some of which were absorbed from the defunct municipal, county and city councils. Since the county governments are new forms of governments, the employees need to adapt to the new forms of government by adjusting their ways of doing things. There is need to study the influence of leadership styles in the implementation of the devolved governments. This is in realization of the fact within a period span of four years; it has become evident that there exist challenges in the effective implementation of these devolved units of government. This paper sought to find out the influence of transactional leadership style on the implementation of devolved governments in Kenya, using Kisii County as case study. The devolved government's performance was measured using five constructs: operational efficiency, quality of services, improved healthcare, expanded road network, and enabling environment for business. On the other, transactional leadership style was measured using staff remuneration, results achievement, leader confidence in staff, goals and standards. The results obtained indicated that transactional leadership measures have positive and significant correlation coefficient of 0.9536 with the implementation of devolved governments constructs.

**Key terms:** Transactional leadership, devolved governments, empirical analysis, leadership styles

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### I. Introduction

Leadership styles may be regarded as the approaches employed by the managers to inspire and simulate their subjects. Teddy and Priyono (2016) point out that it is vital for a manager to comprehend the various leadership styles so as to increase one's knowledge to direct the people effectively. These styles may be treated as the types of methods employed by people in authority in a given condition in order to achieve organizational goals and missions. According to Sora and Kepha (2016), leadership styles are very significant in any enterprise if the services that are offered are to be effective. As such, managers should endeavor to acquire leadership skills that will enable them to appropriately guide and direct their institutions.

This dictates that leadership styles be chosen carefully so as to fit into organizational functionalities and structure, situations, departments, and subjects. Unfortunately, diverse conditions call for different types of degree of support and guidance from those in authority. This necessitates that every manager identify an appropriate leadership style. According to Hamid et al., (2016), several theories about leadership styles exist in the contemporary literature. Some of these styles include transactional, transformational, participative and servant leadership.

In transactional leadership style, the leader is charged with the responsibilities of creating clear structures, making work requirements understandable and putting in place formal systems of discipline and punishments. This leadership style consist of three components namely the conditional remuneration, administration through exclusion (active) and executive control via omission (passive). Ryan and Tipu (2013) explain that transformational style of management associates with constructive outcomes on individual as well as organizational levels.

The leaders here are supposed to encourage workers to achieve elevated-order necessities exemplified by self-actualization and self-esteem. A participative leader shares power and decision making process with subjects. In addition, this leader attempts to achieve a consensus among the subordinates. This helps create a

favorable environment for the subjects who are then motivated to take steps geared towards finding solutions to given challenges. The leader here maintains his position as an active member among the subordinates.

In their study, Tandin (2015) point out that a participative leader shares power and decision making process with subjects. In addition, this leader attempts to achieve a consensus among the subordinates. This helps create a favorable environment for the subjects who are then motivated to take steps geared towards finding solutions to given challenges. The leader here maintains his position as an active member among the subordinates. In servant leadership style, a leader is regarded as a servant instead of a leading actor (Chris, 2016). This leadership style is devoid of egotism and is first and foremost focused on subordinates. As such, managers adhering to this theory endeavor to cater for the needs of others first, and as such, the subordinate needs serve as a driving force towards any decision made by this manager. The goal here is to ensure that the subjects are directed and guided in a way that helps them realize their full potential.

## **II. Leadership Theories**

Leadership can be regarded as the form of course that a person in authority can prescribe to subjects under him. Rose et al., (2015) point out that leadership is concerned with all types of responsibilities whose main objective is the attainment of particular goals, usually by the application of available resources, both human and material. According to Eric et al., (2014), the current leadership theories can be categorized based on three viewpoints, namely stewardship as a process or relation, leadership as an amalgamation of intrinsic features, and leadership as a group of definite behaviors. Among the most common leadership theories there is the impression that to some extent, leadership is a process that consists of someone controlling a group of people towards the attainment of certain set objectives. The major leadership theories include trait theory, behavioral theory and contingency theory.

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

In this leadership theory, it is assumed that are born with certain characteristics that make them well suited for leadership positions. As such, this theory advocates that leaders share some particular personalities or features that make them effective in their positions. According to Amanchukwu et al., (2015), leaders in this theory have certain characteristics such as persistence, responsibility, honesty, competence, intelligence, ambition, great sense of hilarity, inventiveness, desire to excel, integrity and conviction, insight, self-confidence and inspiration that make them effective.

The behavioral theory emerged as a result of the weaknesses that were noted in the trait approach which made theorists start researching leadership as a set of behaviors. This was accomplished through the evaluation of the behavior of thriving leaders, determining behavior categorization and recognizing expansive leadership styles (Chin and Roger, 2015). David McClelland, for instance, stated that leadership requires sturdy personality coupled with clear affirmative self-esteem. The idea was that in order to direct other people, the leader must possess self-confidence and high self-esteem.

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

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

According to Chioma et al., (2016), this theory recognizes the fact that there is no leadership style that is precise and detached from the rest of the styles. This is because the kind of leadership style employed in a given organization is dependent on issues such as the quality, situation of the subordinates or a number of other constructs. As such, there is no solitary right way to guide people towards goals achievement since internal and external conditions of the environment necessitate the manager to become accustomed to that particular environmental condition.

### **III. Related Work**

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

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

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

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

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

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

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

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

A study by Ojokuku et al., (2012) investigated the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. The results of this investigation demonstrated positive and negative correlation between leadership style dimensions and organizational performance. Specifically, leadership style dimensions mutually predicted institutional performance which accounted for 23% variance of

performance. The conclusions were then that there is need for the Banks’ management to practice both transformational and democratic leadership styles in order to become stronger in an international aggressive environment.

#### IV. Research Methodology

In this research paper, a descriptive research design was adopted. The aim of doing this was to establish the relationship between the transaction leadership styles and implementation of devolved governments within Kenya. The respondents of this research work were grouped into two categories, which were county leadership and county employees. The respondents consisted of county government executives (34), members of county assemblies (65), department heads (10), public service board members (7), and staff in various departments and sub-counties (169) all working within Kisii County. The paper utilized stratified random sampling to choose the respondents to take part in this study. The stratification was accomplished by grouping the target population into five groups as shown in Table 1.

**Table 1: Target Population Stratification**

Category	Total Population	Sample Size (30%)
County Executive members	34	10
Members of county assemblies	65	20
Heads of departments	10	4
Public Service Board Members	7	3
Staff in Various departments & Sub-counties	169	51
Total	285	88

According to Mugenda and Mugenda (2013), 30% of the population is sufficient for most studies. As such, 30% sample was taken from each of these categories to yield a total of 88 sample size. This sample size was therefore treated as the source of data that was required for this study. Questionnaires were therefore distributed to eighty eight (88) respondents.

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

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

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

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

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

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

In this case:

$\beta_0$  = intercept

$X_1$  = staff remuneration

$X_2$  = results achievement

$X_3$  = leader confidence in staff

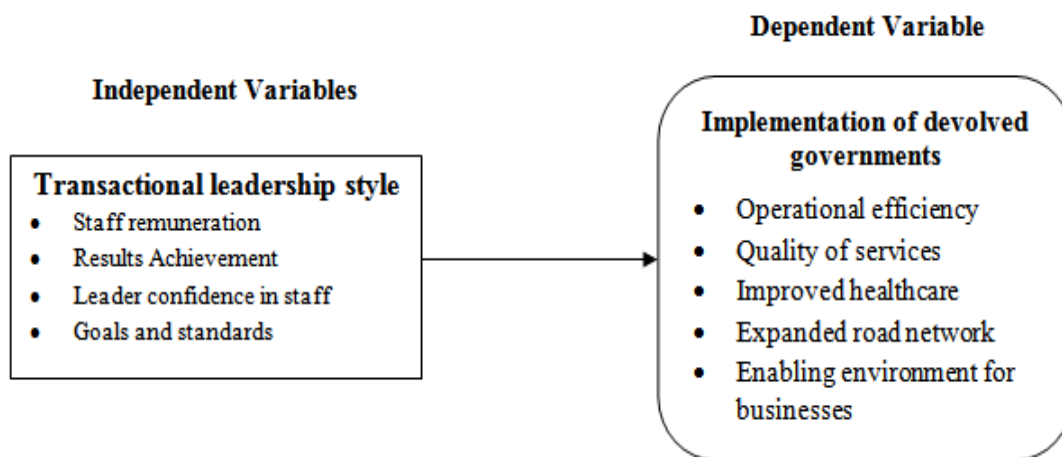
$X_4$  = goals and standards

Y = the implementation of the devolved governments

e = model deviations

and  $\beta_1, \beta_2, \beta_3$ , and  $\beta_4$  are the coefficient for staff remuneration, results achievement, leader confidence in staff, and goals and standards respectively.

This paper was guided by the conceptual framework shown in Figure 1. As this figure shows, the transactional leadership style was hypothesized to have an impact on the implementation of the devolved governments. The various measures for effective implementation of devolved governments included operational efficiency, quality of services offered by the county government, improved healthcare, expanded road network and an enabling environment for businesses.



**Figure 1: Conceptual Framework**

The transactional leadership style was investigated using its features such as staff remuneration, results achievement, leader confidence in the staff, goals and standards. The results obtained from the field study that was carried out are discussed in the section that follows.

**V. Results and Discussions**

In this paper, a total of 88 questionnaires were hand-delivered to the sample population and were thereafter requested to fill them at their convenient time. The questionnaires that were thereafter collected were 70, representing a 79.5% return rate. The heads of departments and public service board members had a 100% questionnaire return rate followed by county executive members at 80%. The third questionnaire return rate involved the staff while the least questionnaire return rate of 75% was recorded among members of county assemblies. On the questionnaire items reliability, Table 2 shows the output of the Cronbach’s alpha.

As shown in Table 2, the Cronbach’s Alpha for all the questionnaire items loaded well above the threshold value of 0.7. Consequently, all the questionnaire items were relevant. Regarding the validity of the research instrument using Content Valid Index (CVI), since the Cronbach’s Alpha for all the questionnaire was above the threshold value of 0.7, the CVI value for the research questionnaire gave a value of 1. Consequently, the research instrument actually measured what it was required to assess.

**Table 2: Questionnaire Reliability**

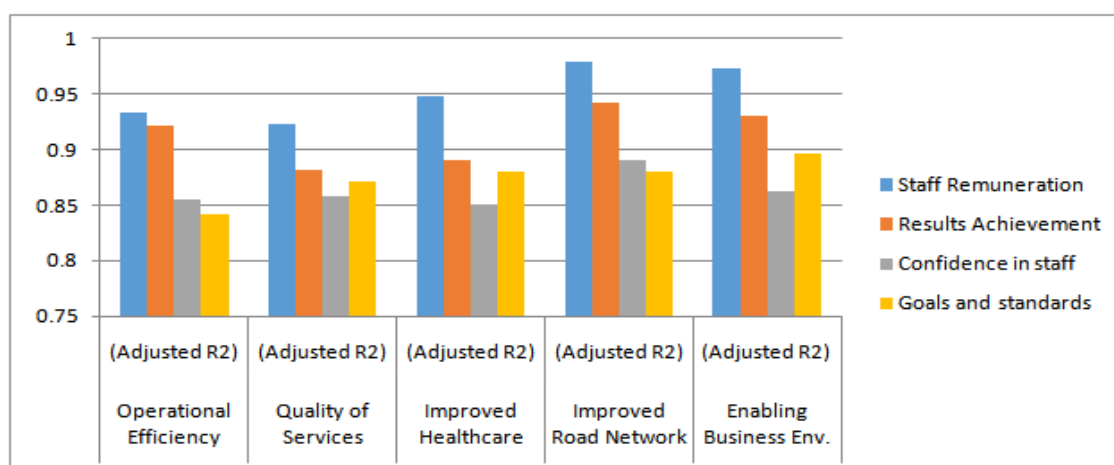
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Gender	152.47	1643.963	-.022	.895
Age	109.36	1008.030	.732	.937
Education Level	149.63	1608.875	.651	.892
Designation	151.87	1595.679	.422	.892
Ideal Remuneration	150.99	1535.203	.913	.887
Aim At Results Achievement	150.93	1544.444	.890	.887
Confident on staff abilities to deliver	150.90	1550.816	.848	.888
Set goals and standards for their staff	150.97	1543.970	.888	.887
Trans-Improved operational efficiency	151.04	1541.636	.880	.887
Trans-Enhanced quality of services offered	151.07	1539.864	.900	.887
Trans-Improved healthcare	151.04	1542.882	.888	.887
Trans-Expanded road network	150.97	1536.608	.896	.887
Trans-Enabling business environment	150.96	1537.491	.909	.887

To investigate the influence of transactional leadership style on the implementation of devolved systems of government in Kenya, multiple linear regressions were run and Table 3 gives a summary of the data obtained. This table gives the correlation coefficients, adjusted R<sup>2</sup> values for the four measures of transactional leadership style and five measures of implementation of the Devolved governments.

**Table 3: Transactional Leadership Multiple Linear Regressions**

	Implementation of Devolved Governments				
	Operational Efficiency (Adjusted R <sup>2</sup> )	Quality of Services (Adjusted R <sup>2</sup> )	Improved Healthcare (Adjusted R <sup>2</sup> )	Improved Road Network (Adjusted R <sup>2</sup> )	Enabling Business Env. (Adjusted R <sup>2</sup> )
Staff Remuneration	0.934	0.923	0.948	0.980	0.974
Results Achievement	0.922	0.882	0.890	0.943	0.931
Confidence in staff	0.855	0.858	0.850	0.890	0.863
Goals and standards	0.842	0.871	0.880	0.880	0.896

A perfect correlation between two constructs is obtained when the correlation coefficient is 1. As such, the closer the correlation coefficient is to 1, the stronger the relationship between the variables in question. In Table 3, the least correlation coefficient is 0.842 (84.2 %) while the largest is 0.980(98.8%). Figure 1 that follows provides a summary of these results.



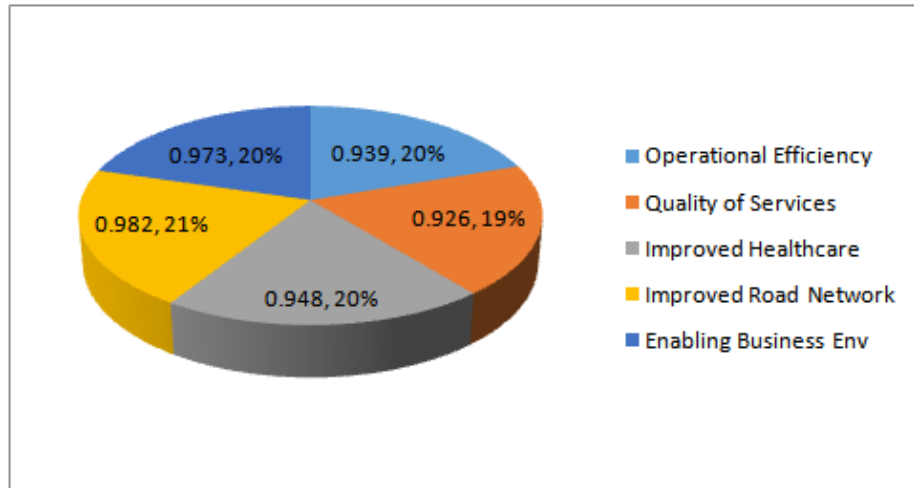
**Figure 1: Summary of Multiple Linear Regressions**

Consequently, all the transactional leadership measures have positive and significant correlation with the implementation of devolved governments constructs. Table 4 gives the cumulative correlation coefficient between transactional leadership style and the implementation of devolved governments.

**Table 4: Transactional Leadership Multiple Linear Regressions Model Summary**

	Implementation of Devolved Governments				
	Operational Efficiency (Adjusted R <sup>2</sup> )	Quality of Services (Adjusted R <sup>2</sup> )	Improved Healthcare (Adjusted R <sup>2</sup> )	Improved Road Network (Adjusted R <sup>2</sup> )	Enabling Business Env. (Adjusted R <sup>2</sup> )
Transactional Leadership Style	0.939	0.926	0.948	0.982	0.973

As this table shows, the correlation coefficient for transactional leadership style and the five measures of devolved government operational efficiency, quality of services, improved healthcare, improved road network and enabling business environment were 0.939, 0.926, 0.948, 0.982 and 0.973 respectively. Figure 2 gives a summary of these findings.



**Figure 2: Multiple Linear Regressions Model Summary**

This figure shows that improved road network with an R<sup>2</sup> value of 0.982, representing a 21% of the entire performance indicator distribution, was the highest. This was followed by enabling business environment, healthcare and operational efficiency with R<sup>2</sup> values of 0.973, 0.948 and 0.939 respectively, representing 20% of the whole performance indicator distribution. The last performance indicator was quality of service with an R<sup>2</sup> value of 0.926, accounting for only 19% of the performance indicator distribution.

The implication is that transactional leadership style is positively and significantly related to the implementation of devolved government. To compute the cumulative correlation coefficient, the average of the correlation coefficients for the five devolved government measure is computed to obtain a value of 0.9536. The interpretation is that there is a 95.36% correlation between transaction leadership style and the implementation of devolved governments.

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

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

In this case, Y was measured using operational efficiency, quality of services, improved healthcare, expanded road network and enabling environment for businesses. As such, each of these measures yielded a different value for Y. To begin with, improved operational efficiency was held constant and the effects of the transactional leadership constructs on other performance indicators were investigated. Table 5 shows the results obtained.

**Table 5: Regression Coefficients for Operational Efficiency**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.002	.107		-.014	.989
Ideal Remuneration	.664	.155	.682	4.275	.000
Aim At Results Achievement	.337	.150	.324	2.248	.028
Confident on staff abilities to deliver	.079	.103	.074	.764	.448
Set goals and standards for their staff	-.108	.107	-.105	-1.012	.315

The values in Table 5 imply that when all the variables of the study are held constant, devolved governments systems performance would be at -0.002; a unit increase in ideal remuneration holding other variables constant would increase county government performance by 0.664; a unit increase in results achievement while holding other variables constant would increase county government performance by 0.337; a unit increase in confidence on staff abilities to deliver holding other variables constant would increase county government performance by 0.079 and a unit increase in goals and standards holding other variables constant would increase county government performance by -0.108. In terms of the p values, ideal remuneration; results achievement; confident on staff abilities to deliver and goals and standards had 0.000; 0.028, 0.448 and 0.315 respectively. Since p values for ideal remuneration and results achievement were less than 0.05, they were statistically significant while the rest were insignificant. Substituting these values for Y:

$$Y = -0.002 + 0.664X_1 + 0.337X_2 + 0.079X_3 - 0.108X_4 + e$$

where Y is the county government operational efficiency.

The next county government performance indicator to be investigated was quality of services rendered. Table 6 shows the outcome obtained.

**Table 6: Regression Coefficients for Quality of Services Offered**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.012	.118		-.103	.919
Ideal Remuneration	.694	.171	.715	4.054	.000
Aim At Results Achievement	-.063	.165	-.060	-.379	.706
Confident on staff abilities to deliver	.203	.113	.192	1.788	.079
Set goals and standards for their staff	.134	.118	.130	1.135	.261

The values in Table 6 demonstrates that holding all the variables of the study constant, devolved governments performance would be at -0.012 while a unit increase in ideal remuneration, results achievement, confidence on staff abilities to deliver, and goals and standards holding other variables constant would increase county government performance by 0.694; -0.063; 0.203; and 0.134 respectively .

In terms of the p values, ideal remuneration; results achievement; confident on staff abilities to deliver and goals and standards had 0.000; 0.706, 0.79 and 0.261 respectively. From these p values, ideal remuneration was statistically significant since its p value was less than 0.05 while the rest were insignificant since their p values were greater than 0.05. Substituting these values for Y:

$$Y = -0.012 + 0.694X_1 - 0.063X_2 + 0.203X_3 + 0.134X_4 + e$$

For this scenario, Y is the quality of service offered by the county government.

The next county government performance indicator to be investigated was healthcare. Table 7 shows the results obtained.

**Table 7: Regression Coefficients for Healthcare**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.130	.097		1.345	.183
Ideal Remuneration	.938	.141	.984	6.649	.000
Aim At Results Achievement	-.166	.136	-.163	-1.222	.226
Confident on staff abilities to deliver	.088	.093	.084	.937	.352
Set goals and standards for their staff	.074	.097	.073	.763	.448

Table 7 values indicate that holding all the variables of the study constant, county governments performance would be at 0.130 while a unit increase in ideal remuneration, results achievement, confidence on staff abilities to deliver, and goals and standards holding other variables constant would increase devolved government performance by 0.938; -0.166; 0.088; and 0.074 respectively . In terms of the p values, ideal remuneration; results achievement; confident on staff abilities to deliver and goals and standards had 0.000; 0.226, 0.352 and 0.448 respectively. From these p values, ideal remuneration was statistically significant since its p value was less than 0.05 while the rest were insignificant since their p values were greater than 0.05. Substituting these values for Y:

$$Y = 0.130 + 0.938X_1 - 0.166X_2 + 0.088X_3 + 0.074X_4 + e$$

In this case, Y is the county government healthcare performance.

The subsequent county government performance indicator to be investigated was road network. Table 8 shows the results obtained. As was the case for previous county government performance indicators, Table 8 values indicate that holding all the variables of the study constant, county governments performance would be at -0.016 while a unit increase in ideal remuneration, results achievement, confidence on staff abilities to deliver, and goals and standards holding other variables constant would increase devolved government performance by 0.937; 0.069, 0.131; and -0.131 respectively.



**Table 8: Regression Coefficients for Road Network**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.016	.060		-.261	.795
Ideal Remuneration	.937	.087	.933	10.818	.000
Aim At Results Achievement	.069	.083	.064	.823	.414
Confident on staff abilities to deliver	.131	.057	.120	2.284	.026
Set goals and standards for their staff	-.131	.060	-.123	-2.199	.031

For the case of the p values, ideal remuneration; results achievement; confident on staff abilities to deliver and goals and standards had 0.000; 0.414, 0.026 and 0.031 respectively. From these p values, ideal remuneration, confidence on staff abilities to deliver and setting goals and standards were statistically significant since their p value was less than 0.05 while results achievement was insignificant since its p value was greater than 0.05. Substituting these values for Y:

$$Y = -0.016 + 0.937X_1 + 0.069X_2 + 0.131X_3 - 0.131X_4 + e$$

For this scenario, Y is the county government road network.

The last county government performance indicator to be investigated was enabling business environment. Table 9 shows the results obtained. The values in this table point out that holding all the variables of the study constant, county governments performance would be at 0.085 while a unit increase in ideal remuneration, results achievement, confidence on staff abilities to deliver, and goals and standards holding other variables constant would increase devolved government performance by 0.872; 0.078, -0.016; and 0.045 respectively.

However, using p values, it is evident that ideal remuneration; results achievement; confident on staff abilities to deliver and goals and standards had values of 0.000; 0.444, 0.820 and 0.539 respectively. Using these p values, only ideal remuneration was statistically significant while the rest of the constructs were insignificant their p value were greater than 0.05.

**Table 9: Regression Coefficients for Enabling Business Environment**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.085	.072		1.174	.245
Ideal Remuneration	.872	.105	.887	8.288	.000
Aim At Results Achievement	.078	.101	.074	.769	.444
Confident on staff abilities to deliver	-.016	.070	-.015	-.228	.820
Set goals and standards for their staff	.045	.072	.043	.617	.539

Substituting these values for Y:

$$Y = 0.085 + 0.872X_1 + 0.078X_2 - 0.016X_3 + 0.045X_4 + e$$

Where Y is the county government ability to create an enabling business environment

The results obtained in this paper indicate clearly that different devolved government performance indicator yielded diverse p values and correlation coefficients. However, it was observed that the p value for ideal remuneration was 0.000 for all the county government performance indicators and hence was statistically significant. Among all the performance indicators, road network had three constructs that were statistically significant, representing the highest number of constructs that were significant. This was followed by operational efficiency with two constructs that were significant. On the other hand, enabling business environment, healthcare and quality of services offered trailed with only one construct being statistically significant.

## VI. Conclusion

The research paper on the empirical analysis of the transactional leadership style and its influence on the implementation of devolved systems of government in Kenya, with Kisii County being the case study was concluded successfully, achieving all its laid down objective. It has been observed that road network as one of the performance indicators had the highest number of constructs that were statistically significant. This was followed by operational efficiency while enabling business environment, healthcare and quality of services offered trailed with only one construct being statistically significant. The repercussion is that ideal staff remuneration, setting goals and standards for the staff, and being confident in their abilities to deliver are

significantly related to the improved road networks within county governments. In addition, since ideal remuneration was significant for all the performance indicators, then the county leaders should strive to provide proper remuneration so as to motivate their staff to work towards the attainment of key objectives of the county governments. In overall, the regression analysis results and particularly the adjusted  $R^2$  correlation coefficient value between transactional leadership style constructs and the implementation of devolved systems of government was observed to be 0.9536, which was fairly close to unity (1) or 100%. The conclusion was then that transactional leadership style accounted for up to 95.36% of the variations in the implementation of devolved systems of government, which was a very strong influence. As such, transactional leadership style had 95.36% effect on the performance of devolved governments.

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