
Efficacy of Transformational Leadership on Performance of Mandera County Government in Kenya

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doi: 10.51505/ijebmr.2022.6406

URL: <http://dx.doi.org/10.51505/ijebmr.2022.6406>

Abstract

This study investigated the efficacy of transformational leadership on performance of Mandera County government in Kenya based on the 4Is of transformational leadership. 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. The objective of the study was to examine the efficacy of the four dimensions of transformational leadership on performance on Mandera County government. 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 (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 tool for collecting primary data. SPSS version 24 was applied to compute descriptive and inferential statistics. The study concluded 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 ($p < .05$). 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. Leadership plays a central role in the success and failure of organizations and transformational leadership is the panacea for solving contemporary management and leadership challenges in sub-national levels in Kenya.

Keywords: Transformational leadership, intellectual stimulation, individualized consideration, idealized influence, inspirational motivation, performance.

Introduction

The place and role of leadership in the management of organizations cannot be overstated. 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 the 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. 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) states that the ability 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, transformational leadership (TL) has become a central concept 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 (see, among others, Murage, 2017; Ndirangu, 2018) 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.

At the global level, several studies have been undertaken on TL 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 et al., 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 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, limited 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, 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 support their followers 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 enabler of motivation, teamwork, and employee job satisfaction. 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.

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 appears to suggest that existing rules and procedures, alone, are incapable of addressing the challenges ailing organizations. Consequently, managers with TL attributes have the ability to provide sound policies and visionary leadership which is central to organizational performance. 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 enhance prudent leadership of enterprises.

Devolution is a government policy and a legal framework that defines the place of citizens in the constitution. Decentralization of power to quasi autonomous entities all over the world is not a new thing since several countries (see, among others, the U.S., Australia, and U.K) have already embraced this framework of governance. In Kenya, the 2010 Constitution created 47 counties and is expected to enhance delivery of services at the grassroot level in the most effective and efficient way. 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.

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. Ngugi and Oduor (2015) contented that devolution has strengthened 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 good governance in 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.

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).

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 studies on the general contribution of TL in increasing employees and organizational performances, there is need 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 sought to establish how the 4Is of TL can ameliorate the current state of performance in the county of Mandera. The present study is unique compared to the existing studies given that it will apply 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.

Methodology

The study employed a descriptive correlational research design to establish the interplay between TL and the performance of the County Government of Mandera. 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.

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

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

With the target population less than 10,000, the researcher further applied the finite correction formulae (nf) along with the Yamane formulae (1967) in successive steps as indicated:

$$n' = \frac{384}{1 + (384/n)}$$

$$= \frac{384}{1.552} = 247.4667$$

$$\text{Approx.} = 247$$

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

The study adopted stratified simple 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. close-ended questionnaires were used to solicit for numeric data to aid in hypothesis testing. SPSS version 24 was used to analyse quantitative data.

Key Findings

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 of Mandera County Government. The study also tested the joint effect of the 4Is of transformational leadership on performance of the County Government of Mandera. Simple linear regression model ($Y = \alpha + \beta_1X + \varepsilon$) was applied to test the H_0 on the effect of the 4Is of TL on performance.

Individualized Consideration

This section tested the H_0 of the study which stated as follows:

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

To determine the effect of IC, H_0 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: $Y = \alpha + \beta_1X + \varepsilon$, 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-value $\leq \alpha$, reject H_0 . Table 1 presents the results.

Table 1: Regression results on the relationship between IC 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), IC | | | | | | |
| 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), IC | | | | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
| | | B | Std. Error | | | |
| 1 | (Constant) | 2.953 | .333 | | 8.872 | .000 |
| | IC | .157 | .086 | .129 | 1.840 | .067 |

a. Dependent Variable: Performance

Table 1 illustrates the effect of IC on the performance. The results show that the association between IC and the performance is not statistically significant ($P > .05$). Correlation coefficient (R) is 0.129 for performance. The correlation between IC and the performance 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 1 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. The study’s null hypothesis stated that IC has no significant effect on the performance was not rejected at 95% confidence level. Thus, the study concludes that IC does not have a statistically significant effect on the performance. The simple linear regression results indicate that holding IC constant, the performance will be 2.953. Furthermore, a unit change in IC will lead to .157 units increase in the performance.

The model $Y = \alpha + \beta_1X + \varepsilon$,

Where:

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

$$Performance = 2.953 + .157 Individualized Considerations + 0$$

Inspirational Motivation

This section tested the H_0 of the study which stated as follows:

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

To determine the effect of IM, H_0 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: $Y = \alpha + \beta_1X + \varepsilon$, 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 2 displays the findings.

Table 2: Regression results on the effect of IM 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), IM | | | | | | |
| 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), IM | | | | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.801 | .347 | | 10.950 | .000 |
| | IM | -.066 | .091 | -.051 | -.725 | .469 |

a. Dependent Variable: Performance

Table 2 shows results on the effect of IM on the performance. The results show that the association between IM and the performance is not statistically significant ($P > .05$). Correlation coefficient (R) is 0.051 for performance. The correlation between IM and the performance is weak. The results further indicate that there are different variations in the county government's performance and IM. The $R^2 = 0.003$, which 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 2 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. The study's H_0 stated that IM has no significant effect on the performance 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 will be 3.801. Furthermore, a unit change in IM will lead to -.066 units increase in the performance.

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

Where:

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

$$\text{Performance} = 3.801 - .066 \text{ inspirational motivation} + 0$$

Idealized Influence

This section tested the H_0 of the study which stated as follows:

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

To determine the effect of II, H_0 was tested. Bivariate linear regression was applied to test the existence of the relationship or lack of it. The equation of II on county performance stated:, where α =constant (intercept), X= is the composite index of II, 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 3 presents analysis of data.

Table 3: Regression results on the Effect of II 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), II | | | | | | |
| 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 3 illustrates the effect of II on the performance. The results show that the association between II and the performance is not statistically significant ($P > .05$). Correlation coefficient (R) is 0.046 for performance. The correlation between II and the performance is weak. The results further indicate that there are different variations in 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 3 show a probability value of 0.516, which is greater than the 0.05 alpha level. Thus, the model is not significant in predicting the interlinkage between II and performance. The study's H_0 stated that II has no significant effect on the performance was not rejected at 95% confidence level. Thus, the study concludes II does not have a statistically significant effect on the performance. The simple linear regression results indicate that holding II constant, the performance will be 3.389. Furthermore, a unit change in II will lead to .045 units increase in the performance.

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

Where:

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

becomes:

$$\text{Performance} = 3.389 + .045 \text{ idealized influence} + 0$$

Intellectual Stimulation

This section tested the H_0 of the study which stated as follows:

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

To determine the effect of IM, H_{04} was tested. Bivariate linear regression was applied to test the existence of the relationship or the lack thereof. The equation of IM on county performance stated: $Y = \alpha + \beta_1X + \varepsilon$, 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 4 presents the results.

Table 3: Regression results on the effect of IS 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), IS | | | | | | |
| 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), IS | | | | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.124 | .375 | | 5.662 | .000 |
| | IS | .379 | .098 | .264 | 3.866 | .000 |

a. Dependent Variable: Performance

Table 4 illustrates the effect of IS on the performance of the county government of Mandera. The results show that the association between IS and the performance of the county government of Mandera is not statistically significant ($P > .05$). Correlation coefficient (R) is 0.264 for performance. The correlation between IS and the performance 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 4 indicates a probability value of 0.00, which is less than the 0.05 level of significance. Thus, the model is significant in predicting the interlinkage between

IS and performance of the County Government of Mandera. The study's H_0 stated that IS has no significant effect on the performance was rejected at 95% confidence level. Thus, the study concludes that IS has a statistically significant effect on the performance. The simple linear regression results indicate that holding IS constant, the performance will be 2.124. Furthermore, a unit change in IS will lead to .379 units increase in the performance.

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

Where:

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

$$Performance = 2.124 + .379 \text{ intellectual stimulation} + 0$$

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 variables (IC, II, IS, IM) in relation to performance of the County Government of Mandera. Table 5 presents the analysis of data.

Table 4: 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 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 5: 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 6 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. The P value was 0.000, which was less than the alpha value,

thus showing a correlation between the predictor’s variables (IS, IC, IM, II) and outcome variable performance.

Table 6: Coefficients of Multiple Linear Regression

| Model | | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
|-------|------------------------------|-----------------------------|------------|--------------------------------|--------|------|
| | | B | Std. Error | | | |
| 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), X₁ is IC, X₂ is IM, X₃ is II, and X₄ 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.

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 Mandera 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 (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 (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 (1996); 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.

Conclusion and Recommendations

The study established that the construct of IC does not have a statistically significant effect on the performance of the County Government of Mandera ($p > .05$). 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. The results of the study established that II does not significantly influence performance ($P > .05$). Thus, the study concludes that II does not significantly affect the performance. The study established that IS has a statistically significant effect on the

performance ($P < .05$). Thus, the study elucidates that IS significantly influence the performance of the County Government of Mandera.

The study recommends that 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.

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 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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