



**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE OF DEVOLVED SYSTEM
OF GOVERNANCE; ACASE OF NYERI COUNTY**

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ABSTRACT

In Today's world we Transformational leaders who leads and work with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. The study was based on four theories namely; Transformational leadership Theory, Contingency theory, The Systems Theory and Pigous's Theory of Economic Welfare. The study employed the descriptive survey research design. The study targeted 200 employees in the county. Questionnaires were used to collect the required information from the respondents. From the findings mentioned earlier, it was concluded Inspirational motivation affected Governance in Nyeri County Government. Many of the respondents thought there should be more leadership support on the issue of Governance in Nyeri County Government. For effective performance of Governance in Nyeri County Government the following recommendations were made. Training on importance of transformative leadership to be continuous. There should be incentive to those who practice transformative leadership, Room for farther research was as for follow; The researcher dealt with only the above factor that affected Governance performance. There need to be more areas to be looked and relooked. There is need to use other methods of study to see whether the same result can be realized. This research was concentrated in Nyeri County, there is need to have a wider research on the topic covering a wider area to compare the findings.

Key Words: Transformational Leadership, Performance, Governance

INTRODUCTION

Leadership is the action of equipping and developing of followers, as well as providing direction on issues and deployment of resources towards an organization's goals and objectives (Daft, 2015). The performance and sustainable success of organizations rests on the leadership. Daft mentions that there exist different types of leadership, such as visionary, charismatic, transactional, autocratic, and transformational. In transactional leadership, the leader promotes compliance by followers through various tactics such as rewards and punishment. In charismatic leadership, the leader provides guidance through charm and persuasion. For transformational leadership, the leader works with subordinates or followers to identify needed change, creates a vision to guide the change through inspiration, and executing the change in close collaboration with committed members of a team (Bell & Menu, 2012).

The Fourth Schedule of the constitution stipulates that county governments should ensure public participation in all governance processes. This involves, among other things, ensuring that citizens are enabled through civic education to develop the capacity to effectively participate in governance at the local level. The constitution also provides that the marginalized and minorities have the right to fully participate in the integrated social and economic life of Kenya as a whole and counties in particular.

Article 10 of the Kenyan Constitution recognizes democracy and participation of people among the values of governance which binds state organs, institutions as well as state officials (Kanyinga, 2014). Devolved system of Governance is real in Kenya, Kiprono and Wanyoike (2016) reported that a county government had funded different projects such as; construction of public feeder roads and bridges, public hospitals, water and sanitation

and livestock improvement through artificial insemination which translated into improved standards of living for her residents.

The 2015 report indicated that there were audit queries in one hundred and thirty five constituencies touching on the spending and budgetary appropriations made toward community projects by the constituency development fund. This was an indication that more than half of the constituencies in the said year had accountability issues which had drawn the attention of the watchdog apparatus. It is against this background that the study sought to examine influence of transformational leadership on performance of devolved system of Governance. A case of Nyeri County.

Objective of the Study

The general objective of the study was to examine influence of transformational leadership on performance of devolved system of Governance. A case of Nyeri County. The specific objective was to determine the effect of Inspirational motivation on Governance in Nyeri County Government.

LITERATURE REVIEW

Transformational leadership Theory (Burns 1978)

In discussing transformational leadership theory, Bass (1985) defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leader. He identified three ways in which leaders transform followers: Increasing their awareness of task importance and value; getting them to focus first on team or organizational goals, rather than their own interests; and activating their higher-order needs.

Transactional theory

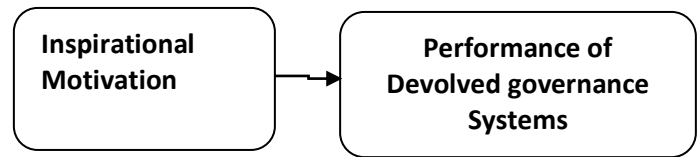
The concept of transactional leadership was first mentioned by Max Weber in his socio-economic

considerations of the organization. Twenty-seven years after his death and publishing a reprint of his book, academic and professional audience accepts his definition of leadership (Weber, 1947). Weber description of transactional leadership style and his basic facts are accepted by Bernard Bass in 1981. In his definition he identified three kinds of leaders, bureaucratic, traditional and charismatic leaders. Transactional leadership is based on classical principles of exchange with followers who are part of interactions and therefore are rewarded for meeting pre-defined standards and performance.

Decision Theory

Decision theory as discussed by Fielder, Dickert, Andreas and Nicklisch (2013) indicates that a manager should be accountable to his decisions. He should be concerned about the outcome of his action by weighing the risks of taking any of the options to reduce the risks by the outcome. This theory is about decisions made at both the individual and institutional level (Fielder, *et al.*... 2013). Modern decision theory has developed since the middle of the 20th century through contributions from several academic disciplines.

The Conceptual Framework



Independent Variable Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

RESULTS

Inspirational motivation

The objective of the study regression analysis was executed with inspirational motivation (the independent variable), on the (depended variable) Governance in Nyeri County Government. The results showed that leadership support, years of experience and implementing transformative leadership had a significant effect on Governance in Nyeri County Government. The table below showed that there was 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 was:

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

Table 1: Regression coefficient on Transformational Leadership and Governance in Nyeri County Government

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	1.923	0.60	-	3.193	0.002
Years of experience	0.259	0.08	0.076	2.964	0.004
Leadership support	0.342	0.066	0.573	2.979	0
Implementation of transformative leadership	0.266	0.08	0.266	-1.364	0.003

The Rs square value stated that 30.9% of Governance performances could be credited to years of experience; Implementation of transformative leadership and leadership support. The adjusted R square value was 0.254.

Table 2: Model Summary on Transformational Leadership and Governance in Nyeri County Government

ModelSummary				
Model	R	R Square	AdjustedR Square	Std.Errorof the Estimate
1	.556 ^a	.309	.254	.59166

SUMMARY

On what is the influence of inspirational motivation on governance in Nyeri County?, the data obtained showed that majority of the respondents, 70%, believed that there was leadership support to capacitate governance in Nyeri County this thus clearly depicted that leadership was paramount to the efficient performance of Governance and lack of leadership will also derail the performance of Governance.

Conclusions

From the findings mentioned earlier, it was concluded that Inspirational motivation affected Governance in Nyeri County Government. Many of the respondents thought there should be more leadership support on the issue of Governance in Nyeri County Government

Recommendations

For effective performance of Governance in Nyeri County Government the following recommendations were made.

- Training on importance of transformative leadership to be continuous.
- There should be incentive to those who practice transformative leadership

Room for farther research

- The researcher dealt with only the above four factors that affect Governance performance there need to be more areas to be looked and relooked
- There is need to use other methods of study to see whether the same result can be realized.
- This research was concentrated in Nyeri County, there is need to have a wider research on the topic covering a wider area to compare the findings.

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